2023160634

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

PHILIP MORRIS U. S. A.

INTER-OFFICE CORRESPONDENCE

Richmond, Virginia

RECEIVED
FEB 12 1992
J. J. MYRACLE

To: D. Leyden **Date:** February 10, 1992

From: C. Kroustalis and R. Cox

Subject: 1992 Operation Plans, Flavor Technology Program

Attached, please find operational plans for 1992 for the Flavor Technology Program, Domestic Product Development and Support. Please contact us if further information is required.

cc: R. Heretick
J. Myracle
H. Spielberg

2023160635

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

FLAVOR TECHNOLOGY PROGRAM

NAME: Cox/Kroustalis

Project Grain

Objective: Reduce the use of alcohol and humectants through reformulation

Introduction: Several strategies have been developed to reduce the alcohol and humectants which are present in our casings and aftercuts. The reductions will be accomplished in a step-wise manner.

Contingencies are also being explored to remove all of the added alcohol and partially reduce the humectants should this scenario become necessary.

The benefits of the reduced alcohol and humectants would be lower emissions and lower costs.

The liability of lower humectants could be increased filler degradation.

Strategy I: Incremental reducion of alcohol concentration in burley top casing.

Tactics	Timetable
Support implementation of alcohol reduction in BTC on a Factory-by-Factory Basis	As Requested

Strategy II: Reduce alcohol in aftercut, combine with top casing reduction.

Tactics	Timetable
100% BTC alcohol reduced plus 30% alcohol reduced (52% total alcohol) in Marlboro POL 03005	Complete
100% BTC alcohol reduced plus 30% aftercut alcohol reduced humectant rearranged (total alcohol 52%) in Marlboro POL 03015.	March, 1992
Factory Trials, further testing	June, 1992

2023160636

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

	Support Implementation	As Required

Strategy III: Reduce/rearrange PG in flavor system combine with BTC and AC alcohol reduction

Tactics	**Timetable**
100% BTC alcohol reduced + 30% A/C alcohol reduced plus 25% PG reduced flavor system (52% total alcohol, 25% total PG) - POL 03006	Complete
Additional POL's	June, 1992
Factory Trials	Dec, 1992
Support Implementation	As Required
100% BTC alcohol reduced + 50% A/C reduced plus 25% PG reduced flavor system (67% total alcohol, 25% PG)	Complete
POL's	September, 1992
Factory Trials	June, 1993
Support Implementation	As Required

Strategy IV: Reduce alcohol in menthol aftercuts using PG rearrangements; combine with top casing reductions (H. Maxwell).

Tactics	**Timetable**
B&H Menthol Lights 30%, 50% alcohol reductions in AC made in Semi-Works for internal subjectives	March, 1992

2023160637

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

B&H Menthol Lights 30%, 50% alcohol reductions in AC plus BTC alcohol reduction planned Semi-Works, internal subjectives	June, 1992
POL testing	September, 1992
Factory trials with reformulated flavors	As Required

Strategy V: Remove 100% added alcohol in aftercuts non-menthol and menthol using PG rearrangement/Sonolator; combine BTC alcohol reduction.

Tactics	Timetable
1. 100% BTC alcohol reduction, plus 100% A/C alcohol reduction in Marlboro	Complete
Further non-menthol models to be made in Semiworks for potential POL's	May, 1992
2. 100% alcohol reduced A/C B&H Menthol Lights Semi-Works small scale,	Complete
Further menthol models to be made in Semiworks for potential POL's	June, 1992

Resources:

Flavor Technology	S. Ruziak - 0.60 man years
Flavor Technology	H. Maxwell - 0.20 man years
Semiworks	G. Romig/J. Warren
PED	A. Smith
CTSD	J. Lightner
Cigarette Technology	B. Peace

2023160638

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Stable Menthol Program
1992 Operational Plan

Objective: Develop new menthol technology to produce consistent menthol delivery in smoke under normal field conditions.

Introduction: Menthol migrates from rod to filter resulting in decreased menthol deliveries in smoke over time. Stable menthol technology would result in products with consistent puff and constant menthol delivery. Program benefits include: decrease in customer complaints, decrease in menthol loss during application, decrease in variation of menthol delivery and potential proprietary technology providing a competitive advantage. Downsides include: cost increase, potential application problems and equipment contamination.

Strategy #1: Determine viability of menthol encapsulation via the M-CAP Technologies International process.

Tactics: Approval has been given to M-CAP's proposal for menthol encapsulation. Initial feasibility experiments will be conducted by M-CAP using four shell materials acceptable for use in PM products. **3/92.**

Process Development (W. Nichols) will evaluate plain beads for determination of physical properties, i.e., flowability. **3/92.**

Assuming that successful menthol encapsulation is achieved, Flavor Technology (H. Maxwell) will evaluate the potential for spray application of encapsulated menthol onto filler. Process Development will evaluate alternate applications of encapsulated menthol. **4/92.**

Machine-made cigarettes will be produced in the Semi-Works for in-house (FTD) subjective evaluations, smoke menthol delivery (CTSD), accelerated aging studies (FTD) and cost analysis. **5/92.**

A comprehensive proposal will be prepared based on subjective and cost considerations. **6/92.**

2023160639

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Strategy #2: Investigate the feasibility of yeast encapsulation.

Tactics: Chemical Research (Y. Houminer) will conduct in-house feasibility studies for yeast encapsulation. Washed brewer's yeast will be obtained from Miller Brewing for the initial investigations. **3/92**

Yeast encapsulated menthol will be sprayed on tobacco for preparation of machine-made cigarettes in the Semi-Works. The cigarettes will be evaluated for subjectives, menthol delivery and stability studies. **4/92**

A comprehensive proposal will be prepared based on cost and subjective considerations. **6/92**

Strategy #3: Investigate the feasibility of *in situ* alginate crosslinking and menthol encapsulation via the Cast Leaf system and/or extrusion. **3/92**

Tactics: Process Development (J. Washington) will investigate whether available calcium from tobacco can be used as the alginate crosslinking agent for menthol encapsulation in a modified Cast Leaf process. **3/92**

Process Development (W. Nichols) will investigate whether co-extruded tobacco/alginate/menthol can utilize calcium from tobacco for alginate crosslinking/encapsulation. **3/92**

Flavor Tehnology (H. Maxwell) and Cigarette Technology (B. Hendricks) will prepare cigarettes in the Semi-Works for subjective and stability evaluations. **3/92**

Strategy #4: Investigate menthol on dope for delivery stability.

Tactics: Cigarette Technology (G. Patron) will prepare cigarette filters with menthol on dope tow from Eastman for stability evaluations. **4/92**

Flavor Technology will perform subjective evaluations of fresh and aged cigarettes to detemine stability. **5/92**

Results of this investigation and recommendations will be issued by the end of June, 1992.

2023160640

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Strategy #5: Investigate the feasibility of cigarette mentholation via PVA and PZ addition.

Tactics: G. Patron will review past investigations for this approach prior to model design. **3/92**

Marlboro FF and Lights models will be designed by Patron and produced in the Semi-Works. **4/92**

Subjective and accelerated aging evaluations will be performed prior to issuing a recommendation based on findings. **6/92**

Strategy #6: Evaluate feasibility of filler mentholation via liquid CO_2 .

Tactics: Lab scale filler mentholation via liquid CO_2 will be conducted to produce sufficient quantities for machine-made cigarettes. **3/92**

Cigarettes will be produced in the Semi-Works for smoke menthol delivery, subjective evaluation and stability determinations. **3/92**

Resource Allocations (Man-Years):

Program Leader	**0.5**
Flavor Technology	**0.7**
Chemical Research	**0.5**
Process Development	**1.3**
Cigarette Technology	**0.8**
Semi-Works	**0.3**
Cigarette Testing	**0.3**
Analytical Research	**0.1**
Total	**4.5**

2023160641

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Reduced Humectants

Objective: Unify the humectant levels in domestic and export (lower humectant level) RL's and RCB

Introduction: Sheet products (RL's and RCB) were made at the Processing Plants with reduced humectant levels, target solubles (46-47%) and increased solubles (50%). After evaluation, the target soluble sheets were incorporated into the Marlboro blend and POL quantities were made.

The benefits of the reduction of humectants would be lower emissions and cost savings

Strategy: RL's and RCB with reduced humectant levels were produced in production for physical and subjective testing.

Tactics	Timetable
Reduced humectant sheet, target solubles (46-47%) incorporated into Marlboro blend, POL 0385	Complete
Factory trials planned to establish primary conditions	April, 1992
Recommendation of changes in primary specifications	June, 1992
Assist in implementation, when requested	

Resources:

Flavor Technology	S. Ruziak - 0.05 man years
Flavor Technology	J. Swain - 0.01 man years
Process Development	R. Uhl
Cigarette Technology	B. Peace
Operations Services	B. Rainey
Semi-Works	G. Romig/J. Warren
CTSD	J. Lightner

2023160642

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Alternate Humectants

Objective: Develop and evaluate alternate humectants replacing propylene glycol and glycerin in PM brands

Introduction: Sheet products (RL's and RCB) were made at the Processing Plants with isosweet replacing the humectants. Casings were made with partial isosweet replacement of humectants and casing preblend flavors moved to the A/C.

The benefits of replacing humectants is a defensive strategy which would also lower propylene glycol emissions.

The possible liabilities are degradation during processing, product stability and lower product yield.

Strategy: RL's and RCB with alternate humectant were incorporated in Marlboro blend with alternate humectant in the flavor system

Tactics	Timetable
Semiwork trial	Completed
Alternate Humectant POL	June, 1992
Replicate POL, if needed	October, 1992
Recommendations (Potential defensive strategy)	December, 1992

Resources:

Flavor Technology	S. Ruziak - 0.05 man years
Flavor Technology	J. Swain - 0.01 man years
Applied Research	B. McCuen
Cigarette Technology	D. Rockwell
Semi-Works	G. Romig/J. Warren
CTSD	J. Lightner
PED	A. Smith

2023160643

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Liquid Licorice

Objective: Implement the use of a liquid licorice to replace the existing block licorice in PM formulae which meets Philip Morris requirements of cost effectiveness and product consistency (specifications). The liquid licorice must be subjectively equal to the existing block licorice in PM finished products.

Introduction: Licorice is used in approximately 90% of the Philip Morris production volume and costs approximately $20 million annually. R&D and Operations Services have attempted to find alternatives to the block licorice for at least ten years. Handling the product is labor intensive and preparing the product for application is energy intensive (heat requirements) and logistic intensive (lead time for melt). None of the following efforts have been successful in totally replacing Ship Brand licorice extract:

Various liquid licorice.
Developed licorice replacements (1974).
Qualifying the current spray-dried licorice (Police) in domestic production.

It is believed that a newly-offered liquid licorice by MacAndrews & Forbes (Mafco) will resolve most associated problems with block licorice.

Strategy #1: Develop an analytical and subjective database.

Tactics	Timetables
Obtain samples of each trail batch of Liquid Licorice 15 that is produced at MacAndrews & Forbes for analytical and subjective analyses	On going
Develop new casing using the liquid licorice	Complete
Internal Testing of the new casing on Marlboro	Complete

2023160644

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Strategy #2: Implement cost analysis for all domestic production locations and research the pricing of the product by the vendor.

Tactics	Timetables
Assess manpower requirements, storage requirements, re-tooling requirements, all associated costs and potential savings	February, 1992
Cost analysis by Manufacturing Engineering, Purchasing, and Technical Services	February, 1992
Overview of cost analysis/potential cost reduction	March, 1992
Assess best back-up system to the liquid licorice	May, 1992

Strategy #3: Develop operating specifications for liquid licorice and Ship BJ SDLE.

Tactics	Timetables
Review database from component analyses	March, 1992
Compare our database with vendor data	April, 1992
Define product specification	August, 1992

Strategy #4: Implement arrangements for consumer tests.

Tactics	Timetables
Internal testing	February, 1992
POL testing	March 23, 1992

2023160645

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

POL testing	May 23, 1992
Recommendation	July, 1992
Casing adjustment, if needed	August, 1992
Repeat testing, if needed	October, 1992
Recommendation	December, 1992

Strategy #5: Determine the feasibility of replacing current spray-dried licorice extract with Ship BJ SDLE in export blended strip operations and export dry flavors, and replacing block licorice with liquid licorice in export blended strip operations.

Status: Currently, export strip operations uses both block and spray-dried licorice depending on the country destination and export dry flavors use the spray-dried licorice.

Tactics	Timetables
Produce export blended strips at 20th Street using liquid licorice.	April, 1992
Produce cigarettes from export strip and export dry flavor	May, 1992
Internal panel testing	June, 1992
Recommendations	July, 1992
Casing adjustment, if needed	August, 1992
Internal panel testing	October, 1992
External testing, if needed	November, 1992
Recommendation	December, 1992

Resources:

2023160646

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Semiworks	G. Romig/J. Warren - 1.1 man-years
Cigarette Technology	D. Rockwell - 0.01 man-years
Consumer Testing	M. Jeltema - 0.02 man-years
Internal Subjectives	K. Deane - 0.03 man years
Flavor Technology	M. Garrett - 0.15 man-years
CTSD	L. Chambers - 0.02 man-years
ARD	B. Handy - 0.02 man-years
Flavor Analyses	B. Hale - 0.02 man-years
Purchasing	C. Comes - 0.01 man-years
Technical Services	E. Tucker - 0.01 man-years

2023160647

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Marlboro RI

Objective: Develop a Marlboro Flavor System containing fewer than 40 listed components which support the subjective character in Marlboro cigarettes.

Introduction: U.S. Congress has attempted to pass legislation requiring tobacco manufacturers to label their products with ingredient information and to have Congress-appointed labs to perform certain tests on the disclosed ingredients.

This project is an effort to reduce the ingredient list for Marlboro without changing its subjective character. Current developed casing, aftercut, and blends lists 28 components including tobacco. A new recon (RLL) was developed to replace the current standard recons. Over forty models (16 mg, 13 mg and 12 mg inclusive) were internally evaluated during development in 1990 and 1991.

Strategy #1: Develop new reduced-ingredient flavor system and subjective evaluation of the blend modifications.

Tactics	Timetables
Development of new casing and after-cut systems	On going
Evaluate most recent blend models	January, 1992
Request new blend components	January, 1992
Produce new RLL at C Pilot Plant	March, 1992
Produce new ET with sucrose at D Pilot Plant	March, 1992
Chemical and physical analyses	April, 1992
Evaluation of new components (expanded and recons)	May, 1992

2023160648

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

	Evaluate Net expanded materials	June, 1992
	Recommendation of blend components	July, 1992
	Production of new blend	August, 1992
	Evaluation of new blend	September, 1992
	Panel testing	October, 1992

Strategy #2: Develop best flavor system with reduced ingredients.

	Tactics	Timetables
	Evaluation of flavor components	April, 1992
	Optimize flavor levels, examine modification to the burley spray, and optimize casing and flavor levels	May, 1992
	POL Testing	October, 1992
	Continue assessment, make modification where necessary	As needed
	Recommendations	December, 1992
	Factory trials	As needed

Resources:

Pilot RL's/C Pilot	L. Wilkinson - 0.02 man-years
Pilot ET/D Pilot	R. Lum - 0.01 man-years
Cigarette Technology	0.01 man-years
Semiworks	G. Romig/J. Warren 0.02 man-years
PED	M. Jeltema - 0.01 man-years
Internal subjectives	K. Deane - 0.02 man-years
Flavor Technology	M. Garrett - 0.10 man-years
CTSD	J. Lightner - 0.01 man-years
ARD	B. Handy - 0.01 man-years

2023160649

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Wish List: Find alternative to using natural honey bright casing due to supply issues and handling logistics.

2023160650

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

DISCOUNT RI

Objective: Develop a Discount Flavor System which is cost effective and has acceptable flavor characteristics on a newly-developed, cost effective blend and cigarette design.

Introduction: Continuous growth of discount brands raises concerns over profit margins -- discount brands sold at discount costs must be produced at discount costs -- with positive subjective response from the consumer.

Development work is required to explore the different possibilities for Product development. Results from Marlboro RI will impact heavily on this development. Bristol will be a starting reference since it contains an estimated 60 components.

Strategy: Development of cost effective blends, casings and flavor systems.

Tactics	Timetables
Initiate discussions with Leaf Department regarding blend development	February, 1992
Make models for subjective and analytical testing	April, 1992
Casing and aftercut development	June, 1992
Filter and Paper Development	June, 1992
Subjective evaluation	July, 1992
Flavor modification	August, 1992
Phase two testing	September, 1992
Internal Testing	November, 1992
Recommendation	December, 1992

2023160651

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Resources:

Flavor Technology	M. Garrett - 0.15 man-years
Cigarette Development	0.02 man-years
Blend Development	B. Riggins - 0.01 man-years
Filter Technology	K. Newman - 0.01 man-years
Paper Technology	S. Baldwin - 0.01 man-years
Flavor Technology Subjectives	K. Deane - 0.01 man-years
Internal Testing	M. Jeltema - 0.01 man-years
CTSD	J. Lightner - 0.01 man-years
Semiworks	G. Romig and J. Warren 0.01
Flavor Analyses	B. Hale - 0.02 man-years
Component Analyses on Filler	B. Handy - 0.01 man-years
Factory Logistics/Specifications	Tucker/Rainey - 0.01 man-years
Pricing/Product Purchase/Purchasing	C. Comes - 0.01 man-years

2023160652

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Flavor System Simplification/Revisions
1992 Operational Plan

Objectives: To eliminate unwanted ingredients from the PM direct materials to comply with worldwide legal requirements.

To reduce ingredients and simplify sources of materials.

The project consists of a continuous evaluation of ingredients by Regulatory with a yearly review of completed products.

Introduction: The project involves the work by Flavor Technology, Regulatory, Technical Services, Purchasing and the Flavor Center in an effort to maintain and control the quantity and quality of Philip Morris direct materials used in products.

Strategy #1: To subjectively evaluate revisions and first shipment samples from suppliers where ingredients have been removed and determine acceptability.

Revisions received from Regulatory are investigated and evaluated as the need arises. This program takes high priority with the appropriate functional groups interacting when ingredients need to be removed from suppliers flavors. The requested revisions for 1991 have been completed. There are no outstanding revisions for 1992.

Tactics: Regulatory:

Monitor regulatory requirements worldwide and oversee removal of unwanted ingredients.

Determine which direct material should be revised.

Request revisions from suppliers for existing direct material codes.

Distribute revisions samples to analytical group for analysis. If product is clean, send samples to Flavor Technology for subjective evaluation.

2023160653

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Flavor Center:

Test incoming first production materials to ensure conformity to material specifications and free from removed components.

Obtain sample for Flavor Technology subjective testing.

Flavor Technology:

Perform subjective testing on revisions and first shipment samples evaluating both the aromatic profile of the samples as well as subjective smoking characteristics and differences between control and revised samples.

Report results to Purchasing, Technical Services, Flavor Center and Regulatory.

Purchasing:

Assign new direct material codes as revision samples are received by Regulatory.

Maintain revision information.

Monitor inventories to minimize inventories of materials currently being revised.

Inform vendors when orders are based on 60 day production schedule and status of "old " material.

Follow up with vendors to track problems and expedite shipments.

Technical Services:

Modify formulas as approved revised materials are received.

Monitor preblend inventories to assure adequate inventories of materials.

Notify Purchasing of upcoming requirements for new flavors and or changes in requirements for existing flavors.

2023160654

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Timetable: Evaluated on a yearly basis to be completed by year end with quarterly review.

Strategy #2: To subjectively evaluate and locate possible alternate vendors of current direct material products as requested by Purchasing and Technical Services. Alternate suppliers are investigated on a as needed basis as a result of poor quality with some existing suppliers. Requests are received by Flavor Technology from Technical Services as the need arises.

Tactics:

Flavor Technology:

Evaluate subjectively and analytically new possible sources of alternate flavor materials against control samples to maintain comparable subjectives and specifications.

Technical Services:

To supply formulations and samples of control products and alternate suppliers to Flavor Technology.

Purchasing:

To aid in determining the need for alternate suppliers of PM products.

Timetable: This is reviewed on a quarterly basis.

Strategy #3: To facilitate the removal of direct material components requested by Regulatory in an effort to reduce the number of Philip Morris sole source ingredients and the removal of unwanted flavors.

For 1992 a preliminary list of potential direct material drops has been received from Regulatory. This list represents PM sole source flavors that are at a low usage level. Efforts will be made to eliminate these if subjectively possible without changing existing flavor profiles. The list contains 14 flavor items.

2023160655

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Tactics: Regulatory:

Monitor regulatory requirements worldwide and oversee the removal of unwanted ingredients from flavors and the removal of flavor systems.

Determine which direct material should be removed.

Flavor Technology:

Determine subjectively the best method to remove the flavor by evaluating its use in flavor concentrates and aftercuts. Methods involve either total elimination, finding alternate flavors or creating new flavor systems to mimic its effect.

Supply Technical Services with the new flavor concentrate or aftercut formulation.

Conduct subjective testing with both aromatic evaluations and cigarette flavor aromatics.

Technical Services:

Modify formulas as approved revised formulas are received.

Timetable: Quarterly review of products removed to complete the task on a yearly basis.

Strategy #4: To aid the Flavor Center in subjective evaluations of quality and flavor related issues.

We presently receive approximately four requests a week to evaluate both incoming flavors as well as compounded flavor concentrates. These are evaluated subjectively and also analytically when needed. Samples are received from Technical Services when a problem arises.

Tactics: Flavor Technology:

Subjectively evaluate quality and flavor related issues submitted by Technical Services.

2023160656

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Report findings and disposition to Technical Services.

Technical Services:

Supply Flavor Technology with information and samples of problem flavors.

Timetable: Evaluated as received in a timely fashion. Quarterly review of completed products.

Strategy #5: To simplify flavor formulations as needed by reducing the number of direct material additions without subjectively altering the existing flavor.

Initiate a program to better manage and control PM direct materials, suppliers and quality of flavor concentrates.

Tactics: Flavor Technology:

Subjectively evaluate reduced ingredient formulations against control formulations from both an aromatic profile and subjective smoking characteristics.

Timetable: Formulate as received in a timely fashion. Quarterly review of completed products.

Resource Allocations (Man-Years):

Flavor Technology:	**0.60**
Technical Services:	**0.80**
Regulatory:	**0.60**
Flavor Center:	**0.05**
Purchasing:	**0.10**
Total	**2.15**

2023160657

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

FLAVOR CENTER

Objective: To subjectively evaluate materials from the Flavor Center which show borderline analytical results.

Introduction: Approximately three years ago, specifications were set for raw materials, preblends, and finished flavors. Incoming materials are then checked analytically for compliance. When analyses are suspect/borderline, FTD personnel are requested through Operations Services to verify analyses and/or subjectively evaluate samples. These additional determinations of quality have been beneficial in maintaining specifications and resolving "problem batches" of flavors.

Strategy: Analytically and/or subjectively evaluate suspect materials submitted through Operations Services from the Flavor Center.

Tactics	Timetable
Test for analytical verification.	As requested
Subjectively evaluate odor, taste and/or applied to target product.	As requested

Resources:

Flavor Technology	B. Taylor - 0.01 man years
Flavor Technology	B. Hoskin - 0.01 man years
Flavor Technology	J. Pfluerger
Flavor Technology	B. Hale
Flavor Center	J. Beasley
Flavor Center	S. Capocelli

2023160658

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Operational Plan 1992 - Menthol Program
Project Levo

I. **Objective:** To develop a menthol product to decrease PM's dependence on natural menthol through the use of synthetic menthol.

A. **Introduction:** Project Levo was designed as a cost reduction program for Philip Morris for our menthol market. In pursuing this goal, flavor systems will be developed using synthetic menthol in addition to menthol isomers and analogous compounds.

II. **Strategies:**

A. POL has been made and released to establish a baseline for further testing.

B. Flavor Technology work continues to evaluate new prototypes made with additives.

C. Additional testing (POL) will be conducted externally.

III. **Timetables:**

A. 1st Quarter - Internal Testing

B. 2nd Quarter - External Testing

C. 3rd Quarter - Make Recommendations

IV. **Resource Allocations:**

A. Flavor Technology

B. Cigarette Testing

2023160659

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Natural/Synthetic Glycerin/Triacetin
1992 Operational Plan

Objectives:

1. To determine by sensory and analytical methods the acceptance specification of natural glycerin, by the 4th quarter, 1992.

2. To qualify natural glycerin-based triacetin as the cigarette filter plasticizer by 3rd quarter, 1992.

3. To identify the impurities present in natural glycerin and natural glycerin-based triacetin which may impart off flavors in cigarettes by the 4th quarter.

Introduction:

Glycerin is used as a cigarette filler plasticizer and is incorporated in casings and aftercuts. In order to minimize rejections of glycerin received by Philip Morris, analytical and sensory testing will be performed for glycerin derived from natural sources.

In addition, natural glycerin-based triacetin, a cigarette filter plasticizer, will be evaluated and compared to synthetic glycerin-based triacetin for qualification to address Philip Morris' needs as a result of partnering with Hoechst-Celanese.

In order to secure a continuous supply and in anticipation of a shift from synthetic to all-natural based glycerin and triacetin, it is vital for us to have alternate suppliers. The quality of these all-natural based glycerin/triacetin must meet our stringent sensory and analytical requirments.

Strategy #1: Subjective evaluation of glycerin and triacetin.

Tactics:

A. Cigarettes containing natural and synthetic glycerin from all proposed vendors will be prepared and evaluated subjectively to determine subjective threshold limits for accept/reject criteria.

March, 1992

B. Cigarettes containing natural and synthetic glycerin-based triacetin from all proposed vendors will be prepared and will be subjectively evaluated

2023160660

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

to determine threshold limits for qualification and accept/reject criteria of natural glycerin-based triacetin.

June, 1992

Strategy #2: Analytical characterization of glycerin and triacetin contaminants.

Tactics: Although most of the impurities have been tentatively identified, additional identifications and confirmations will be required to complete this investigation. Identifications will be made using a variety of instrumentation including GC, GC/MS, GC/FTIR and FTIR. Reference standards will also be purchased for confirmations.

September, 1992

Strategy #3: Analytical/Sensory correlations and guidelines.

Tactics:

A. Several production batches of natural glycerin/triacetin will be analyzed to determine batch to batch variations.

B. Analytical results will be correlated to sensory results to determine whether analytical information can be used for accept/reject purposes.

C. POL testing of natural glycerin-based triacetin to confirm internal subjective findings.

D. Make recommendations for best evaluation approach.

December, 1992

Resource Allocations (Man-Years):

B. Johnson - Purchasing	0.02
K. Lam - Flavor Technology	0.15
R. Hale - Flavor Technology	0.15
A. Finley - Filter Technology	0.01
T. Hoskin - Semi-Works	0.02
V. Willis/K. Deane - FTD	0.15
Total	0.50

2023160661

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

UNCOOKED FLAVOR SYSTEM (75-814 REPLACEMENT)

Objective: To replace cooked flavor for RLTC due to possible regulatory changes.

Introduction: The definition/safety of reaction flavors are being questioned in some Foreign countries. As a precautionary measure, an alternate will be developed for Cooked Flavor 75-814.

Strategy: Develop, evaluate, and test alternate flavor in RLTC.

Tactics	Timetable
Initiate flavor modifications.	March, 1992
Subjective evaluation of flavors applied lab-scale.	June, 1992
Subjective evaluation of flavors in RL Pilot trials.	July, 1992
Modifications, if necessary prior to Park 500 trials.	September, 1992
Park 500 trials of alternate flavor for POL test.	December, 1992
Complete POL tests of substitutions as contingency to respond to potential regulatory changes.	March, 1993

Resources:

Flavor Technology	B. Taylor -0.05 man years
Flavor Technology	J. Swain -0.05 man years
Cigarette Technology	B. Peace
Process Development	R. Uhl
Semiworks	G. Romig/J. Warren
CTSD	J. Lightner
ARD	C. Ament
Park 500	J. Whitman

2023160662

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Burley Spray
1992 Operational Plan

Objective: Develop Burley Spray specifications for factory primaries by September 1992.

Introduction: Current Burley Spray specifications deal with formulation and holding/application temperatures of 180°F for up to 72 hours. Flavor Technology has been using sucrose level in Burley Spray as an indicator of quality for POL testing. However, since there has not been extensive testing in the past, Burley Spray holding and application temperatures merit investigation as a function of subjective quality and stability to develop specifications for this casing material.

Strategy #1: Evaluate subjectively Burley Spray containing sucrose vs. fructose and glucose.

Tactics: Prepare current formulation Burley Spray and hold until sucrose inversion reaches 50%.

Prepare fresh current formulation Burley Spray.

Prepare fresh Burley Spray with fructose and glucose (1:1) replacing sucrose.

Prepare cigarettes (100% burley, Marlboro and Merit) with the above Burley Sprays in the Semi-Works.

Subjectively evaluate cigarettes with "fresh" vs. "aged" and "fresh" and/or "aged" Burley Spray containing sucrose vs. Burley Spray containing fructose/glucose.

Timetable: **March, 1992**

Strategy #2: Evaluate Burley Spray processing modifications.

Tactics: Prepare current formulation Burley Spray and hold at 160°F for 72 hours. Analyze twice daily for sucrose content and inversion.

2023160663

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Prepare current formulation Burley Spray and hold at 180°F for 72 hours. Analyze twice daily for sucrose content and inversion.

Prepare current formulation Burley Spray and hold at 160°F for 3 hours.

Prepare current formulation Burley Spray and hold at 180°F for 3 hours.

Make cigarettes in the Semi-Works (100% burley and Marlboro) for subjective evaluations/comparisons: 160° vs. 180°F @ 3 hours and 160° vs. 180°F @ 72 hours.

Conduct microbial activity testing of Burley Spray (BCR) at various temperatures vs. time. The temperatures and times should bracket the proposed conditions.

Timetable: **June, 1992**

Resource Allocations:

Flavor Technology - Spruill	**0.30**
Flavor Technology - Panel	**0.10**
Tech. Services - Rainey	**0.10**
Cigarette Testing	**0.10**
Semi-Works	**0.10**
Biochemical Research	**0.05**
Marlboro Std. Panel	**0.10**
Total	**0.85**

2023160664

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

DOMESTIC PRODUCT SUPPORT
LICORICE REPLACEMENT
1992 OPERATIONAL PLAN
FEBRUARY 10, 1992

Objective:

Investigate the development of a non-Licorice based Licorice substitute for use in all existing and new brands.

Introduction:

Philip Morris USA's annual expenditure on Licorice is in excess of 20 million dollars per year, virtually all with MAFCO. If this program is successful it will offer PM the flexibility to alter our buying patterns as well as a significant cost savings.

Strategy 1:

Conduct and review literature search of external sources and of previous substitute work conducted at PM.

Complete: 2nd Quarter, 1992

Strategy 2:

Analytical investigation of components.

Tactics:

Preparative LC fractionation.
Completion Date: June, 1992

Subjective evaluation of individual components.
Completion Date: August, 1992

HPLC fractionation to individual components.
Completion Date: November, 1992

Characterization of individual components.
Completion Date: December, 1992

2023160665

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Strategy 3:

Determine feasibility of program.

Decision based on: Cost/benefit, feasibility, and potential downsides.

Go, No-go decision: September, 1992

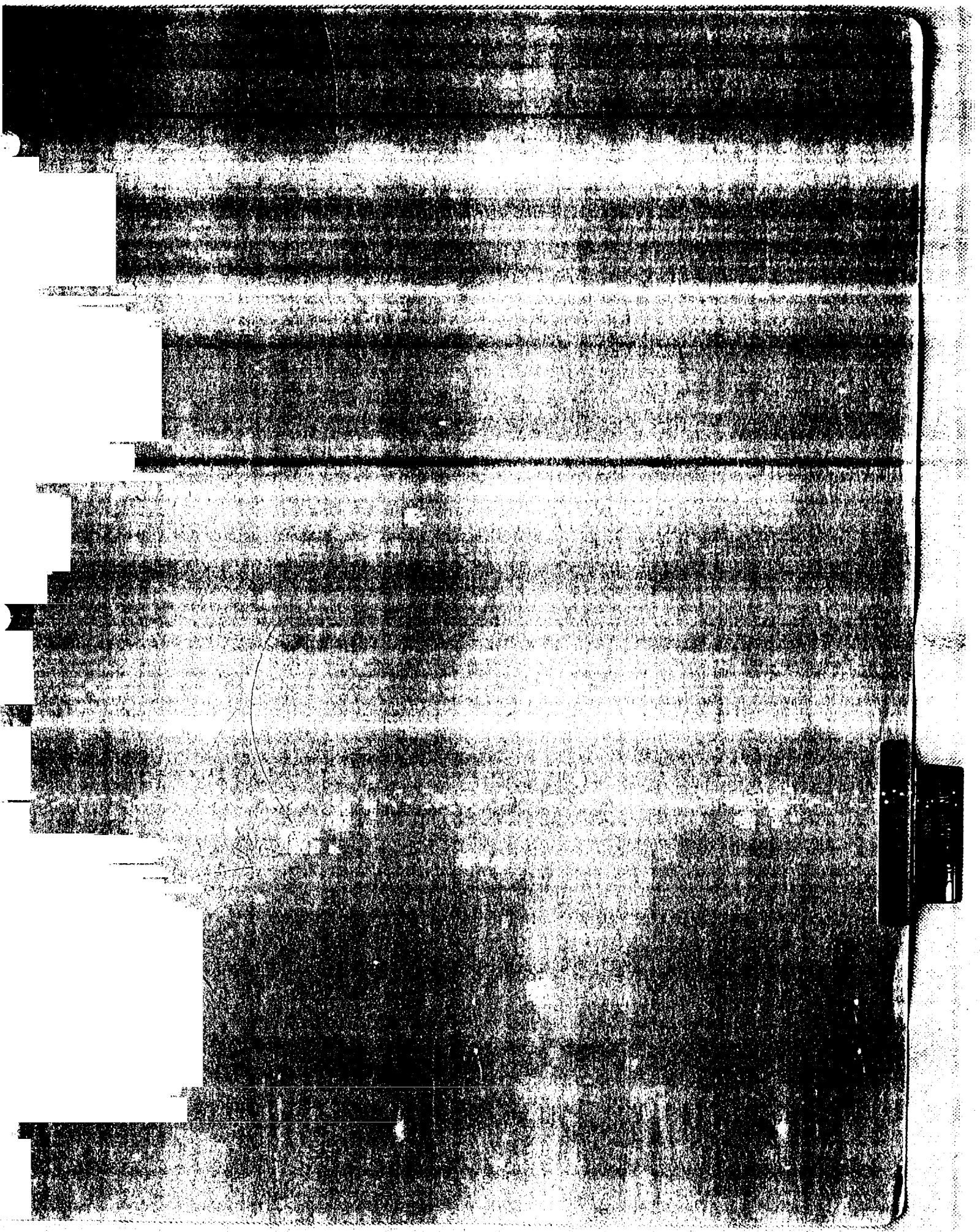
If decision is made to proceed with program than a more detailed operational plan, based on initial evaluations will be written.

Resource Allocation:

Flavor Technology	S. Skalak, N. Jackson:	0.40 man years
Library		0.02 man-years
Semiworks	G. Romig/J. Warren:	0.08 man-years
Consumer Testing	M. Jeltema	0.02 man-years
Internal Subjectives	K. Deane	0.03 man-years
CTSD	J. Lightner	0.02 man-years
Flavor Analyses	B. Demian	0.25 man-years
Cigarette Technology		0.01 man-years
ARD	B. Handy	0.02 man-years

2023160666

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000



Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

1992 Product Evaluation Division Operational Plan

- Title Page
- Mission Statement
- Business Opportunities
- Consumer Perceptions of Product Benefits
  - *Domestic*
  - *Export*
- Sensory Research
  - *Domestic*
  - *Export*
- Applied Statistics
- R&D Program Support
  - *New Primary Process*
  - *Paper Technology Program*
  - *Consumer Perceptions of Quality*

2023160668

Source: https://www.industrydocuments.ucsf.edu/docs/xtjf0000

1992 Product Evaluation Division Operational Plan

March 1992

2023160669

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

1992 OPERATIONAL PLAN

Product Evaluation Division (PED)

Mission Statement

PED will provide leadership--challenging the process, inspiring a shared vision, enabling others to act, modelling the way, and celebrating accomplishments--to help PM-USA meet its goals of continuous impovement in volume, market share, and income.

To accomplish this, we will do the following for the PM-USA Domestic and Export Markets:

- Collect and interpret information on marketplace dynamics to identify potential business opportunities.
- Collect and interpret information on consumer attitudes, lifestyles, behavior, and concept/product perceptions to determine potential R&D and PM-USA product programs and provide direction for existing programs.
- Design and conduct sensory research test protocols for the evaluation of new and modifications to existing product/processes.
- Provide an applied statistics function to consult on experimental design and data analyses/interpretations.

2023160670

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

1992 OPERATIONAL PLAN

Business Opportunities

Mission Statement

Collect and interpret information on marketplace dynamics to identify potential business opportunities.

Objectives

Objective 1: Develop business plans to maximize the potential of existing brands or segments.

Objective 2: Develop an in-depth understanding of the forces operating in the domestic and key export markets and how these forces change over time.

Objective 3: Conduct research of theoretical and applied methods that may predict marketplace outcomes.

Objective 4: Develop business plans for Project Beta.

2023160671

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

1992 OPERATIONAL PLAN

Business Opportunities

Mission Statement

Collect and interpret information on marketplace dynamics to identify potential business opportunities.

Objectives

Objective 1: Develop business plans to maximize the potential of existing brands or segments.

Objective 2: Develop an in-depth understanding of the forces operating in the domestic and key export markets and how these forces change over time.

Objective 3: Conduct research of theoretical and applied methods that may predict marketplace outcomes.

Objective 4: Develop business plans for Project Beta.

2023160672

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objectives

Objective 1: Develop business plans to maximize the potential of existing brands or segments.

Strategies

1. Determine ways for the Marlboro family to maintain its relevance among key audiences.
2. Determine ways for the premium brands to retain or increase market share.
3. Ensure that the discount brands are positioned to attract PM's fair share of the PV segment growth.
4. Determine ways to maximize PM's market share in segments in which it is under-represented or in segments that are growing.

Strategy 1: Determine ways for the Marlboro family to maintain its relevance among key audiences.

Tactics

1. Determine the impact of Marlboro Medium on Red and Lights demographic makeup and share of market trends.

   Coordinator: LeGauffey
   Resources:
   Completion Date: July 1992

2. Develop business rationale, market positioning, and timetables for the following possible line extensions.

   9 mg Red extension
   Ultra Lights extension
   RX extension

   Coordinator: Johnston
   Resources:
   Completion Date: August 1992

3. Determine impact of discount brands on each Marlboro packing.

   Coordinator: Martin
   Resources:
   Completion Date: May 1992

2023160673

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objective 1

Strategy 2: Determine ways for the premium brands to retain or increase market share.

Tactics

1. Assess the current market share trends, and demographic and socio-economic characteristics of each the following brands:

   B&H
   Virginia Slims
   Merit
   Parliament

   Coordinator: Johnston
   Resources:
   Completion Date: May 1992

2. Based on the above assessment, develop business rationale, market positioning, and timetables for possible line extensions.

   Coordinator: Johnston
   Resources:
   Completion Date: July 1992

2023160674

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objective 1

Strategy 3: Ensure PM's discount brands are postioned to attract PM's fair share of the PV segment.

Tactics

1. Assess the current market share trends, demographic and socio-economic characteristics, and packing positioning for Alpine and Salem.

   Coordinator: Johnston
   Resources:
   Completion Date: May 1992

2. Assess the current market share trends, demographic and socio-economic characteristics, and packing positioning for each of the discount segments--branded generic, sub-generic, and black/white.

   Coordinator: LeGauffey
   Resources:
   Completion Date: September 1992

3. Explore alternative means of segmenting the discount segment--VALS and PRISM.

   Coordinator: Johnston
   Resources:
   Completion Date: December 1992

Strategy 4: Determine ways to maximize PM's market share in segments in which it is under-represented or in segments that are growing.

Tactics

1. Assess the current market share trends, demographic and socio-economic charteristics, and brand preferences of smokers aged 35-54.

   Coordinator: Martin
   Resources:
   Completion Date: July 1992

2. Assess the current market share trends, demographic and socio-economic charteristics, and brand preferences of Hispanic smokers.

   Coordinator: Martin
   Resources:
   Completion Date: December 1992

2023160675

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objectives

Objective 2: Develop an in-depth understanding of the forces operating in the domestic and Key export markets and how these forces change over time.

Strategies

1. Develop detailed information on smoker shares, brand choices, buying behavior, switching, quitting, incidence and consumption.
2. Determine the impact smoking restrictions have on industry volume.
3. Determine the impact pricing practices have on industry volume.
4. Monitor the key export countries'--Japan, Korea, Hong Kong--monthly sales trends by key brands, packings, and categories for each region.
5. Identify, evaluate, and implement ways to facilitate analysis of market trend information.

Strategy 1: Develop detailed information on smoker shares, brand choices, buying behavior, switching, quitting, incidence and consumption.

Tactics

1. Present review of Public Health Service data and BLS Consumer Expenditure Survey data analysis.

   on schedule
   Coordinator: Johnston
   Resources:
   Completion Date: October 1992

2. Compare POL and Tracking studies switching data using Marlboro Red KS, Marlboro Lights KS, and Marlboro Medium.

   Coordinator: Martin
   Resources:
   Completion Date: May 1992

2023190976

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objective 2

Strategy 2: Determine the impact smoking restrictions have on industry volume.

Tactics

1. Using the POL database, determine the impact workplace restrictions have on consumption and incidence.

   Coordinator: Martin
   Resources:
   Completion Date: March 1992

2. Monitor the POL database and report on annual changes in the proportion of employed people subject to smoking restrictions.

   Coordinator: Martin
   Resources:
   Completion Date: December 1992

3. Determine how restrictions of various intensities effect consumption and quitting rates.

   Coordinator: Johnston
   Resources:
   Completion Date: November 1992

2023160677

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objective 2

Strategy 3: Determine the impact pricing practices have on industry volume.

Tactics

1. Prepare an analysis of per capita cigarette consumption versus cigarette prices and other leading economic indicators.

Delayed
Compl

Coordinator: Johnston/Tindall
Resources:
Completion Date: April 1992

2. Prepare an analysis of per capita cigarette consumption, quitting and switching to discount brands in states that have raised taxes and compare it with those that have not rasied taxes.

Compl

Coordinator: R. Jones
Resources:
Completion Date: June 1992

3. Determine the importance of price as a stated factor in quitting rates.

Compl

Coordinator: R. Jones
Resources:
Completion Date: August 1992

4. Compare Marlboro family sales to the trends in leading economic indicators.

Delayed

Coordinator: R. Jones
Resources:
Completion Date: June 1992

2023160878

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objective 2

Strategy 4: Monitor the key export countries'--Japan, Korea, Hong Kong--monthly sales trends by key brands, packings, and categories for each region.

Tactics

1. Review sales trends with R&D personnel on a quarterly basis.

   Coordinator: Matthews
   Resources: Panel Operations Section
   Completion Date: December 1992

2. Develop a database of sales information for the following countries
   - Taiwan
   - Indonesia
   - Philippines
   - Thailand

   Coordinator: Matthews
   Resources: CAD, PMI
   Completion Date: November 1992

Strategy 5: Identify, evaluate, and implement ways to facilitate analysis of market trend information.

Tactics

1. Evaluate a means of receiving sales data from Korea and Hong Kong on a more timely basis.

   Coordinator: Matthews
   Resources: PM Asia
   Completion Date: June 1992

2. Develop the capability to review Japan, Korea, and Hong Kong sales trends utilizing on-line computer projection.

   Coordinator: Matthews
   Resources: CAD
   Completion Date: June 1992

2023160679

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objectives

Objective 3: Conduct research of theoretical and applied methods that may predict marketplace outcomes.

Strategies

1. Assess whether California has been at the forefront of consumer trends as compared to the rest of the United States.

2. Develop and apply models for a monopolistic market based on brand shares, associated ranks and their evolution over time.

3. Develop a comprehensive model of brand choice based on product (quality, cost, sensory properties), market (competition, environmental variables, peer effects, economic conditions) and consumer variables (demographics, psychographics, geographics, existing consumer sensory experiences, consumers' ideal points).

Objective 3

Strategy 1: Assess whether California has been at the forefront of consumer trends as compared to the rest of the United States.

Tactics

1. Determine the demographic differences between California and the rest of the U.S.

   Coordinator: LeGauffey
   Resources:
   Completion Date: March 1992

2. Using detailed information of smoker shares, brand choices, buying behavior, incidence, consumption, switching and quitting, compare California to the U.S. from 1980 to 1985 to 1990.

   Coordinator: LeGauffey
   Resources:
   Completion Date: June 1992

3. Meet with KGF and Miller to review their demography and forecasting analysis.

   Coordinator: Nelson
   Resources:
   Completion Date: May 1992

2023160680

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objective 3

Strategy 2: Develop and apply models for a monopolistic market based on brand shares, associated ranks and their evolution over time.

Tactics:

1. Compare the fits of alternative models using Tracking, POL and Sales data among various segments of smokers.

   Coordinator: LaGauffey
   Resources: LaGauffey, Ennis, Gear, Tindall
   Completion Date: June 30, 1992

Strategy 3: Develop a comprehensive model of brand choice based on product (quality, cost, sensory properties), market (competition, environmental variables, peer effects, economic conditions) and consumer variables (demographics, psychographics, geographics, existing consumer sensory experiences, consumers' ideal points).

Tactics

1. Report on the state of knowledge of multiattribute utility theory and its applications.

   Coordinator: Ennis
   Resources: PED Staff
   Completion Date: December 31, 1992

2023160851

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objectives

Objective 4: Develop business plans for Project Beta.

Strategy

Initiate the development and analysis of Project Beta business issues.

Tactics

1. Determine method for tracking sales of nicotine delivery devices used in smoking cessation programs in the United States.

   Coordinator: R. Jones
   Resources:
   Completion Date: June 1992

2. Determine other countries in which smoking cessation nicotine delivery devices are marketed. Determine if distribution is over-the-counter or by prescription. Determine method for tracking sales.

   Coordinator: R. Jones
   Resources:
   Completion Date: June 1992

3. Prepare a comparison of the consumer advantages and disadvantages of cigarettes, nicotine gum, nicotine patches, Beta.

   Coordinator: Callaham
   Resources:
   Completion Date: May 1992

4. Conduct global market analysis to select possible country(ies) for introduction of Beta.

   Coordinator: Tindall
   Resources:
   Completion Date: August 1992

5. Monitor PHS data tapes to determine ~~why~~ how quitters stopped

   Successful 3.2% - Nicorette

   Tried to quit - 10%
   but not successful

2023160682

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

1992 OPERATIONAL PLAN

Consumer Perceptions of Product Benefits
Domestic

Mission Statement

To collect and interpret information on consumer attitudes, lifestyles, behavior, and concept/product perceptions to determine potential R&D and PM-USA product programs and provide direction for existing programs. (Strategic Goals 1-5).

Explanatory Introduction

Consumer response to cigarette products is comprised of a sensory element, a market dynamics element, and a cognitive element. The more unique the product or product feature, the greater potential for consumer perceptions (of advantages/disadvantages) to influence product trial and acceptance or rejection. Product perceptions may be modified by one's smoking behavior and lifestyle. To better guide development programs, we need to address perceptions, smoking behavior, and lifestyles of today's consumers.

Objectives

Objective 1: Investigate U.S. consumer lifestyles, behavior, attitudes and perceptions of product features to identify or create new segments and recognize market opportunities.

Objective 2: In U.S. markets, evaluate product features for perceived benefits/added value, by smokers in general or by segments--assess expectations, perceived advantages, potential disadvantages.

2023160683

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objectives

Objective 1: Investigate U.S. consumer information to identify or create new segments and recognize market opportunities. Focus on 35-54 segment.

Strategies

1. Monitor literature addressing new consumer research procedures, discuss methods with suppliers and Marketing Research.

2. Propose and conduct pilot (in-depth) to evaluate methods for collecting/analyzing data to combine consumer's attitudes, lifestyles, behavior, and interest in product concepts/features.

3. Design quantitative procedure to identify/create new segments based on pilot work (above). Conduct initial wave among 35-54 year old segment.

2023160684

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objective 1

Strategy 1: Monitor literature addressing new consumer research procedures, discuss methods with suppliers and Marketing Research.

Tactics

1. Review attribute "trade-off" methods.

   Coordinator: Callaham
   Resources: Library, Ennis
   Completion Date: March 1992

2. Collect existing attitude surveys; review for questions useful to differentiate segments–35-54, discount, menthol, etc.

   Coordinator: Callaham
   Resources: New York Marketing, Johnston
   Completion Date: June 1992

3. Literature search on segmentation procedures.

   Coordinator: Callaham
   Resources: Library
   Completion Date: June 1992

4. Explore methods for identifying innovators in 35-54 age segment; review innovator/discount buyers/age segment research in other product categories.

   Coordinator: Callaham
   Resources: Library, Ennis
   Completion Date: November 1992

2023160685

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objective 1

Strategy 2: Propose and conduct pilot (in-depth) to evaluate methods for collecting/analyzing data to combine consumer's attitudes, lifestyles, behavior, and interest in product concepts/features.

Tactics:

1. Review/evaluate procedures and results from Consumer Needs Research.

   Coordinator: Callaham
   Resources: Gear
   Completion Date: March 1992

2. Collect and review existing information to hypothesize preferences, lifestyles, behavioral/attitudinal factors that covary with aging smoker population.

   Coordinator: Callaham
   Resources: Johnston
   Completion Date: June 1992

3. Propose questionnaire, stimuli, procedures, cost estimate for 1992 pilot study.

   Coordinator: Callaham
   Resources: Gear, Product Development
   Completion Date: June 1992

4. Conduct and interpret pilot study to research procedures and generate hypotheses about potential product benefits for smoker segments; focus on where underrepresented.

   Coordinator: Callaham
   Resources: J. Jones
   Completion Date: August 1992

2023160686

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objective 1

Strategy 3: Design quantitative procedure to identify/create new segments based on pilot work (above). Conduct initial wave among 35-54 year old segment.

Tactics

1. Collect, review existing information on variables to further differentiate discount and premium brand smokers; which are good predictors of vulnerable premium smokers.

   Coordinator: Callaham
   Resources: Johnston, Marketing Research
   Completion Date: June 1992

2. Define the most relevant questions, stimuli, and procedures for a quantitative test.

   Coordinator: Callaham
   Resources: Product Development, Gear
   Completion Date: July 1992

3. Propose method, with cost estimate, for first wave among 35-54 age segment.

   Coordinator: Callaham
   Resources: Gear
   Completion Date: November 1992

4. Conduct supplier briefing and monitor progress of quantitative data collection.

   Coordinator: Callaham
   Resources: J. Jones
   Completion Date: December 1992

2023160687

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objectives

Objective 2: In U.S. markets, evaluate product features for perceived benefits/added value, by smokers in general or by segments--assess expectations, perceived advantages, potential disadvantages.

Strategies

1. Design and critique methods for consumer evaluation of multiple concepts/prototypes within a product category to better refine a benefit and its execution.

2. Collect consumer information on contemporary social acceptability theme--identify key issues, among whom and in what situations, relative interest in concepts/product attributes.

3. Evaluate the issue of perceived health: ART, half-nic, reactions to new lowest marketplace introductions.

4. Collect information to generate hypotheses on attributes to communicate quality and value. Initial focus on 35-54 age group.

5. Identify methods to quantify relative contribution (trade-off value) of benefit themes/executions among consumer segments.

2023160688

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objective 2

Strategy 1: Design and critique methods for consumer evaluation of multiple concepts/prototypes within a product category to better refine a benefit and its execution.

Tactics

1. Review previous research on concepts/prototypes. Critique methods and findings in context of perceived benefit categories, prototype appeal, stimuli for future research.

   Coordinator: J. Jones
   Resources: Marketing Research
   Completion Date: May 1992

2. Design quantitative test to examine discrimination/appeal of circumferences (24.8, 26.0, 26.5, 27.0), lengths (80, 83), and combinations among smoker segments. Design to include how thickness perception influences sensory perceptions.

   Coordinator: J. Jones
   Resources: Callaham, Product Development
   Completion Date: June 1992

3. Design, conduct pilot testing to determine how novel concept/product testing is influenced by association with own brand family.

   Coordinator: J. Jones
   Resources: Callaham, Product Development
   Completion Date: September 1992

2023160689

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objective 2

Strategy 2: Collect consumer information on contemporary social acceptability theme–identify key issues, among whom and in what situations, relative interest in concepts/product attributes.

Tactics

1. Design consumer research to monitor current interest in social acceptability theme, define category(s), product expectations, likely segments.

   Coordinator: Callaham
   Resources: J. Jones
   Completion Date: May 1992

2. Interview trier-rejectors and adoptors of Horizon and VSSS; identify expectations, perceived advantages/disadvantages.

   Coordinator: Callaham
   Resources: J. Jones, Johnston
   Completion Date: June 1992

3. Design extended use procedure to quantify relative advantage of reduced visible smoke, reduced odor, distinctive, and combinations among segments; identify key predictors.

   Coordinator: Callaham
   Resources: J. Jones, Product Development
   Completion Date: September 1992

4. Determine methods to measure added value potential of sidestream reduction relative to other benefit categories among segments. Design test to assess relative impact of new packaging and sidestream modification on female's interest in slim king.

   Coordinator: Callaham
   Resources: J. Jones, Product Development
   Completion Date: September 1992

2023160690

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objective 2

Strategy 3: Evaluate current consumer response to the issue of perceived health.

Tactics

1. Conduct small scale study to explore the wording of the half-nic concept, consumer expectations, interest relative to ART, Bold; explore next generation benefits for lowest category.

   Coordinator: Callaham
   Resources: J. Jones, Product Development
   Completion Date: September 1992

2. Conduct small scale concept test, replacing ART with half-nic; conduct quantifiable extended use study on concept/prototype interest (relative to ART).

   Coordinator: J. Jones
   Resources: Callaham
   Completion Date: November 1992

2023160691

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objective 2

Strategy 4: Collect information to generate hypotheses on attributes to communicate quality and value. Initial focus on 35-54 age group.

Tactics

1. Design qualitative research to generate hypotheses on current quality/value perceptions, emphasis on 35-54 age group, discount, and menthol smokers.

   Coordinator: Callaham
   Resources: J. Jones, Ennis, Gear
   Completion Date: March 1992

2. Conduct qualitative study as pilot for quantitative approach to identify salient quality/value issues and predictive variables among smoker segments.

   Coordinator: Callaham
   Resources: J. Jones, QA
   Completion Date: July 1992

3. Explore factors/features important to brand loyalty of trier-rejectors of discount brands. Identify discount expectations, shortcomings of current alternatives.

   Coordinator: Callaham
   Resources: J. Jones
   Completion Date: September 1992

4. Design ranking procedure and stimulus set to assess relative value proposition of various packaging attributes.

   Coordinator: Callaham
   Resources: J. Jones, Product Development
   Completion Date: August 1992

2023160692

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objective 2

Strategy 5: Determine methods to quantify relative contribution (trade-off value) of benefit themes (and executions) among consumer segments.

Tactics

1. Review procedures from concept, alternate packaging, and pilot concept/prototype tests to determine ways to advance the trade-off procedure for complex stimuli.

   Coordinator: J. Jones
   Resources: Ennis, Callaham
   Completion Date: June 1992

2. Propose procedure and stimulus set to explore new protocol for concept/prototype screening among smoker segments.

   Coordinator: J. Jones
   Resources: Callaham, Product Development
   Completion Date: August 1992

2023160693

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

1992 OPERATIONAL PLAN

Consumer Perceptions of Product Benefits
Export

Mission Statement

To collect and interpret information on consumer attitudes, lifestyles, behavior, and concept/product perceptions to determine potential R&D and PMPI product programs and provide direction for existing programs. (Strategic Goals 1-5).

Explanatory Introduction

Consumer response to cigarette products is comprised of a sensory element, a market dynamics element, and a cognitive element. The more unique the product or product feature, the greater potential for consumer perceptions (of advantages/disadvantages) to influence product trial and acceptance or rejection. Product perceptions may be modified by one's smoking behavior and lifestyle. To better guide development programs, we need to address perceptions, smoking behavior, and lifestyles of today's consumers.

Objectives

Objective 1: Investigate Asian consumer lifestyles, behavior, attitudes and perceptions of product features to identify or create new segments and recognize market opportunities.

Objective 2: In Asian markets, evaluate product features for perceived benefits/added value, by smokers in general or by segments--assess expectations, perceived advantages, potential disadvantages.

2023160694

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objectives

Objective 1 Investigate Asian consumer lifestyles, behavior, attitudes and perceptions of product features to identify or create new segments and recognize market opportunities. Focus on alternate import buyers.

Strategies

1. Conduct in-depth research to evaluate methods for collecting/analyzing data on consumer's attitudes, lifestyles, behavior, and interest in product concepts/features.

2. Investigate ways to conduct/improve switching studies to identify market opportunities.

Strategy 1: Conduct in-depth research to evaluate methods for collecting/analyzing data on consumer's attitudes, lifestyles, behavior, and interest in product concepts/features.

Tactics

1. Review questions used in U.S. to obtain key smoking behavior data; determine which should be included in Japan and Hong Kong panel surveys.

   Coordinator: J. Jones
   Resources: West, PMKK, PM Asia, ASI, MDR
   Completion Date: April, 1992

2. Review existing Asia qualitative information for lifestyle/behavior issues potentially influencing consumer product perceptions and views of "ideal" cigarette. Discuss insights with PM Asia and Asian vendors.

   Coordinator: J. Jones
   Resources: PMKK, PM Asia, ASI, MDR, Hankook
   Completion Date: April, 1992

3. Design a qualitative procedure to assess Japan and Korea smokers' interest in various product benefits by lifestyle, smoking behavior, demographics.

   Coordinator: J. Jones
   Resources: PMKK, PM Asia, ASI, Hankook
   Completion Date: September, 1992

2023160695

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objective 1

Strategy 2: Investigate ways to obtain additional consumer information on brand switching.

Tactics

1. Review Japan switching study procedures and propose modifications (increased sampling, additional questions) to increase usefulness in product guidance.

   Coordinator: J. Jones
   Resources: Johnston, PMKK, ASI
   Completion Date: June, 1992

2. Investigate methods of asking Korean smokers about product trial and switching in several categories, to include key cigarette information.

   Coordinator: J. Jones
   Resources: PMAsia, Hankook
   Completion Date: June, 1992

3. Determine what methods are currently in use in Hong Kong for collecting switching/tracking information. Evaluate these methods for potential enhancements.

   Coordinator: J. Jones
   Resources: PM Asia, MDR
   Completion Date: June, 1992

Objective 2: In Asian markets, evaluate product features for perceived benefits/added value, by smokers in general or by segments--assess expectations, perceived advantages, potential disadvantages.

Strategies

1. Collect consumer information on contemporary social acceptability theme--identify key issues, among whom and in what situations, relative interest in concepts/product attributes.

2. Design and critique methods for consumer evaluation of multiple concepts/prototypes to refine a benefit and its execution.

2023160696

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objective 2

Strategy 1: Collect consumer information on social acceptability theme--identify key issues, among whom and in what situations, relative interest in concepts/product attributes.

Tactics

1. Conduct P&K odor test of Caster/Lark/Mild Seven families.

   Coordinator: J. Jones
   Resources: Lambert, Scott, P&K
   Completion Date: March, 1992

2. Review Japan focus group information for language, lifestyle, clues to segments and product approaches. Discuss implications with PMKK.

   Coordinator: J. Jones
   Resources: PMKK, Matthews
   Completion Date: March, 1992

3. Design and conduct a series of focus groups in Japan, among potential segments, following pre-placement of sidestream modified products.

   Coordinator: J. Jones
   Resources: Export PD, PMKK, ASI
   Completion Date: October, 1992

Strategy 2: Design and critique methods for consumer evaluation of multiple concepts/prototypes to refine a benefit and its execution.

Tactics

1. Design a qualitative research procedure to assess attraction of potential product benefits for Japan and Korea markets (packaging, slim king, aroma, etc.), and interest after prototype trial.

   Coordinator: J. Jones
   Resources: PMKK, ASI, PM Asia, Hankook, Export PD
   Completion Date: July, 1992

2. Explore use of mock vending machine to measure appeal/trade-off value of concepts and prototypes among segments of Japan market.

   Coordinator: J. Jones
   Resources: PMKK, ASI
   Completion Date: July, 1992

2023160697

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

1992 OPERATIONAL PLAN

Sensory Research-Domestic

Mission Statement

Design and conduct sensory research test protocols for the evaluation of new and modifications to existing products/processes.

Explanatory Introduction

Consumer panels provide important sensory information on marketplace products and on models tested for our development programs. Evaluating and implementing ways to improve methodologies for data collection, analysis, and presentation will ensure the validity, reliability and effectiveness of sensory testing. These sensory data, coupled with marketplace share and switching information, provide a means of identifying and anticipating market trends to guide future development programs.

Objectives

Objective 1: Conduct studies of theoretical and applied methodological sensory research to ensure the validity, reliability and effectiveness of PM-USA's subjective testing program.

Objective 2: Maintain external consumer panels to conduct sensory research.

2023160698

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objectives

Objective 1 Conduct research of theoretical and applied methodological sensory research to ensure the validity, reliability and effectiveness of PM-USA's subjective testing program.

Strategies

1. Evaluate the MC Panel to determine whether information gathered is appropriate for testing modifications to existing brands.
2. Evaluate the feasibility of establishing an internal Marlboro Monadic Panel for testing modifications.
3. Finalize recommendations for using Chi-Square Analysis for difference testing on the Marlboro Monadic Panel.
4. Evaluate methods of streamlining data analysis/chart generation/presentation quality.
5. Develop method of measuring lingering odor.
6. Conduct competitive product testing.
7. Determine factors affecting degree of liking deficit by changing tipping color.
8. Continue to develop response surfaces for individual smoker groups by testing combinations of nicotine/menthol/tar/tipping color.
9. Evaluate effect of repacking mentholated cigarettes on liking/menthol ratings.
10. Determine whether strength ratings are adequately described by an overall panel rating and regression based on tar per puff.
11. Investigate methods of quantifying product benefits in a way that can be related to product costs.
13. Develop state-of-the-art probabilistic models of consumer behavior.

2023160699

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objective 1

Strategy 1: Evaluate the MC Panel to determine whether information gathered is appropriate for testing modifications to existing brands.

Tactics

1. Evaluate current data to determine discrimination power.

   Coordinator: Tindall
   Resources: Scott
   Completion Date: April 1992

2. Make recommendation on whether testing on MC Panel should be continued.

   Coordinator: Tindall
   Resources: Scott
   Completion Date: May 1992

Strategy 2: Evaluate the feasibility of establishing an internal Marlboro Monadic Panel for testing modifications.

Tactics

1. Obtain consensus on whether an internal panel should be used to accept/reject some blend modifications without obtaining POL results.

   Coordinator: Jeltema
   Resources: Scott, Cox
   Completion Date: May 1992

2. IF YES--Develop an internal Marlboro Monadic Panel made up of 2-3 brand groups (Marlboro, Marlboro Lights, Merit) to be based on panelist availability.

   IF NO--Perform prescreening on Flavor Development Panel(s).

   Coordinator: Jeltema
   Resources: Scott, Cox
   Completion Date: June 1992

2023160700

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objective 1

Strategy 3: Finalize recommendations for using chi-square analysis for difference testing on the Marlboro Monadic Panel.

Tactics

1. Review chi-square data obtained from factory pick-ups and Marlboro Standardization and make recommendations.

   Coordinator: Smith
   Resources: Jeltema, Tindall
   Completion Date: June 1992

2. Obtain consensus on recommendations for chi-square analysis for difference testing on Marlboro Monadic Panel.

   Coordinator: Smith
   Resources: Jeltema, Tindall
   Completion Date: June 1992

Strategy 4: Evaluate methods of streamlining data analysis/chart generation/presentation quality.

Tactics

1. Determine current hardware and software problems and find solutions.

   Coordinator: Manwaring
   Resources: CAD
   Completion Date: June 1992

2. Reduce steps needed to analyze data and automate data input into POL results database.

   Coordinator: Manwaring
   Resources: CAD
   Completion Date: December 1992

2023160701

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objective 1

Strategy 5: Develop method of measuring lingering odor.

Tactics

1. Work with P&K to propose and evaluate test method.

   Coordinator: Jeltema
   Resources: Cigarette Technology
   Completion Date: June 1992

2. Evaluate efficacy of low odor/low smoke models on reducing odor on hair, clothes.

   Coordinator: Jeltema
   Resources: Cigarette Technology
   Completion Date: September 1992

Strategy 6: Conduct competitive product testing.

Tactics

1. Conduct 53 tests of major competitive brands in 12 market segments (two lengths x two flavors x three deliveries).

   Coordinator: Manwaring
   Resources: Cigarette Technology
   Completion Date: December 1992

2. Conduct 23 tests of discount brands that are showing increasing market share.

   Coordinator: Manwaring
   Resources: Cigarette Technology
   Completion Date: December 1992

3. Test new PM-USA brands among smokers in the appropriate category.

   Coordinator: Manwaring
   Resources: Cigarette Technology
   Completion Date: December 1992

4. Evaluate the need to test Black/White packings.

   Coordinator: Manwaring
   Resources: Cigarette Technology
   Completion Date: December 1992

2023160702

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objective 1

Strategy 7: Determine factors affecting degree of liking deficit by changing tipping color.

Tactics

1. Review previous history (any data already compiled).

   Coordinator: Fleming
   Resources:
   Completion Date: September 1992

2. Review liking scores for current competitive tests for each smoker group in the 85mm and 100mm panels (menthol and nonmenthol).

   Coordinator: Fleming
   Resources:
   Completion Date: September 1992

3. Look at means of reviewing each smoker's contour with and without his own tipping color through the use of neural network (menthol only).

   Coordinator: Fleming
   Resources:
   Completion Date: September 1992

4. Review demographics for each smoker group (or across smoker groups if warranted) to determine whether changes are due to brand groups' age, sex, or both.

   Coordinator: Fleming
   Resources:
   Completion Date: January 1993

2023160703

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objective 1

Strategy 8: Continue to develop response surfaces for individual smoker groups by testing combinations of nicotine/menthol/tar/tipping color.

Tactics

1. Evaluate predictive power of current tools.

   Coordinator: Fleming
   Resources: Tindall
   Completion Date: September 1992

2. Apply regression procedures to menthol data as an alternative to neural network.

   Coordinator: Fleming
   Resources: Tindall
   Completion Date: May 1992

3. Review contours for individual smoker groups to determine whether any of them are showing trends for combinations of tar/menthol/nicotine.

   Coordinator: Fleming
   Resources:
   Completion Date: December 1992

4. Evaluate the possibility of testing different levels of nicotine.

   Coordinator: Fleming
   Resources: Flavor Technology
   Completion Date: January 1993

2023160704

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Strategy 9: Evaluate effect of repacking mentholated cigarettes on liking/menthol ratings.

Tactics

1. Review previous history (any data already compiled).

   Coordinator: Fleming
   Resources: Cigarette Technology
   Completion Date: September 1992

2. Review standard ways of handling competitive products versus our products/experimentals.

   Coordinator: Fleming
   Resources: Cigarette Technology
   Completion Date: September 1992

3. Review analyticals after repacking.

   Coordinator: Fleming
   Resources: Cigarette Technology
   Completion Date: September 1992

4. Conduct tests of several of our brands which can be ordered and made in semiworks using smokers of those brands.

   Coordinator: Fleming
   Resources: Cigarette Technology
   Completion Date: December 1992

2023160705

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objective 1

Strategy 10: Determine whether strength ratings are adequately described by an overall panel rating and regression based on tar per puff.

Tactics

1. Using global monadic data, determine whether differences exist in the way smoker categories (full-flavor, flavor-low, ultra-low) rate strength.

   Coordinator: Joyner
   Resources: Tindall
   Completion Date: May 1992

2. Develop and evaluate regression of strength scores by smoker group, tar per puff, and nicotine.

   Coordinator: Tindall
   Resources: Joyner
   Completion Date: May 1992

3. Develop RS1 plots and regressions of strength versus nicotine per puff on 85 and 100 nonmenthol monadic panels.

   Coordinator: Joyner
   Resources: Jeltema
   Completion Date: June 1992

2023160706

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objective 1

Strategy 11: Investigate methods of quantifying product benefits in a way that can be related to product costs.

Tactics

1. Literature search.

   Coordinator: Jeltema
   Resources: R. Jones, Tindall, Ennis
   Completion Date: September 1992

2. Idea generation.

   Coordinator: Jeltema
   Resources: R. Jones, Tindall, Ennis
   Completion Date: September 1992

3 Propose method and tests.

   Coordinator: Jeltema
   Resources: R. Jones, Tindall, Ennis
   Completion Date: December 1992

2023160704

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objective 1

Strategy 12: Develop state-of-the-art probabilistic models of consumer behavior.

Tactics

1. Compare the sensitivies of similarity and identification models to correlated perceptual dimensions and submit the revised paper to *Psychometrika*.

   Coordinator: Ennis
   Resources: Ennis, Ashby (University of California)
   Completion Date: May 30, 1992.

2. Fit the data from a PM funded project on absolute identification in a visual task to alternative identification models and write a paper on the results for external publication.

   Coordinator: Ennis
   Resources: Ennis, Ashby, Lee
   Completion Date: December 31, 1992

3. Develop methods to determine the small sample bias and the variance of the estimators of the parameters of a new probabilistic psychophysical model for noisy stimuli and prepare a paper for publication.

   Coordinator: Ennis
   Resources: Ennis, Mullen (University of Guelph)
   Completion Date: August 31, 1992

4. Derive and evaluate an alternative, closed form expression for a probabilistic preference model previously published by Mullen and Ennis (*Psychometrika*, March 1991).

   Coordinator: Ennis
   Resources: Ennis, Johnson (University of N. Carolina)
   Completion Date: August 31, 1992

5. Evaluate and model data from a PM funded project on sequence effects in triad discrimination using the 3-AFC and triangular methods.

   Coordinator: Ennis
   Resources: Ennis, O'Mahony (University of California)
   Completion Date: December 31, 1992

6. Extend the decision boundary/ideal point model for ratings data to more than one sensory and hedonic attribute.

   Coordinator: Ennis
   Resources; Ennis, Ashby
   Completion Date: June 30, 1993

2023160708

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objectives

Objective 2: Maintain external consumer panels to conduct sensory research.

Strategies

1. Reduce POL shipment costs.
2. Evaluate computer and manpower resources used to maintain the POL Panel.
3. Improve the efficiency and effectiveness of the POL Databases.
4. Evaluate current procedures and implement changes to expedite the process of executing POL studies

Strategy 1: Reduce POL shipment costs.

Tactics

1. Evaluate U.S. Postal Priority Mail as an alternative to the current UPS shipment method.

   Coordinator: West
   Resources: CAD, US Postal Service
   Completion Date: June 1992

2. Evaluate current UPS second day air shipment procedures.

   Coordinator: West
   Resources: CAD, Purchasing
   Completion Date: June 1992

2023160709

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objective 2

Strategy 2: Evaluate computer and manpower resources used to maintain the POL Panel.

Tactics

1. Evaluate the use of vendors to perform the following tasks:

   - addressing and processing forms
   - opening mail
   - scanning forms
   - processing and validating data

   Coordinator: West
   Resources: Finance, Purchasing
   Completion Date: July 1992

2. Implement the following POL database system enhancements to eliminate two temporary employees.

   - UPC Code/Current Brand Smoked
   - Modify Processing Editors
   - Modify Studies Relation
   - Modify POL Printing Operations
   - Restructure POL Database
   - Modify POL Select Procedures

   Coordinator: West
   Resources: CAD
   Completion Date: September 1992

3. PED will eliminate the OC Internal Panel. The one full-time employee with the OC Panel will be transferred to POL Panel Operations. This full-time employee will replace one temporary employee.

   Completion Date: Complete

4. Eliminate duplication of forms sent to panelists by consolidating Welcome, PreScreen, Brand Update, and Repoll surveys

   Coordinators: West/Martin
   Resources: CAD
   Completion Date: Complete

2023160710

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objective 2

Strategy 3: Improve the efficiency and effectiveness of the POL Databases.

Tactics

1. Eliminate redundant review of Brand Update and Repoll Surveys.

   Coordinators: West/Martin
   Resources: CAD
   Completion Date: July 1992

2. Evaluate the consolidation of the two POL databases.

   Coordinators: West/Martin
   Resources: CAD
   Completion Date: November 1992

3. Develop and implement a searchable/retrievable POL Results Database.

   Coordinator: Manwaring
   Resources: CAD
   Completion Date: September 1992

Strategy 4: Evaluate current procedures and implement changes to expedite the process of executing POL studies

Tactics

1. Develop a flow chart of current procedures from original request to shipment.

   Coordinator: West/Jeltema
   Resources: CAD, SW, Atkinson-Ballos
   Completion Date: July 1992

2023160711

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

1992 OPERATIONAL PLAN

Sensory Research-Export

Mission Statement

Design and conduct sensory research test protocols for the evaluation of new and modifications to existing products/processes.

Explanatory Introduction

Consumer panels provide important sensory information on marketplace products and on models tested for our development programs. Evaluating and implementing ways to improve methodologies for data collection, analysis, and presentation will ensure the validity, reliability and effectiveness of sensory testing. These sensory data, coupled with marketplace share and switching information, provide a means of identifying and anticipating market trends to guide future development programs.

Objectives

Objective 1: Conduct studies of theoretical and applied methodological sensory research to ensure the validity, reliability and effectiveness of PM-USA's subjective testing program.

Objective 2: Maintain external consumer panels to conduct sensory research.

Objective 1 Conduct research of theoretical and applied methodological sensory research to ensure the validity, reliability and effectiveness of PM-USA's subjective testing program.

Strategies

1. Evaluate and implement improvements in Asian panel data collection methods.
2. Manage databases to improve efficiency of analyses.
3 Improve data presentation effectiveness.

2023160712

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objective 1

Strategy 1: Evaluate and implement improvements in Asian panel data collection methods.

Tactics

1. Perform factor analyses of scales currently used on Danchi and Hong Kong consumer panels. Communicate results to PM Asia.

   Coordinator: J. Jones
   Resources: Manwaring, Matthews
   Completion Date: March 1992

2. Convert the product evaluation questionnaires to ask only liking, strength, and (where appropriate) amount of menthol.

   Coordinator: Matthews
   Resources: PMKK, PM Asia, ASI, MDR
   Completion Date: Korea — Complete
   Japan — July 1992
   Hong Kong — July 1992

3. Convert the Danchi panels to the "pool" concept for selecting panelists by smoker group.

   Coordinator: Matthews
   Resources: PMKK, ASI
   Completion Date: July 1992

4. Devise test schedule formats to meet planning needs. Outline control and test models by program and by smoker groups to assess database requirements; issue a calendar of test status.

   Coordinator: J. Jones
   Resources: Matthews, Panel Operations Section
   Completion Date: July 1992

5. Review panelists' responses to assure test results demonstrate expected outcomes.

   Coordinator: Matthews
   Resources: Panel Operations Section
   Completion Date: October 1992

2023160713

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objective 1

Strategy 2: Manage databases to improve efficiency of analyses.

Tactics

1. Design and implement database management to identify controls (by test date and delivery) for smoker groups with sufficient sample sizes.

   Coordinator: J. Jones
   Resources: Matthews, CAD, Panel Operations Section
   Completion Date: June 1992

2. Identify and extract early data with inadequate sample sizes or nonstandard procedures from results database.

   Coordinator: J. Jones
   Resources: Matthews, CAD, Panel Operations Section
   Completion Date: June 1992

3. Analyze product evaluation liking and strength data from Japan and Korea utilizing the variables of tipping color, tar/puff, blend (U.S. versus domestic) characteristics.

   Coordinator: Matthews
   Resources: Panel Operations Section
   Completion Date: October 1992

2023160714

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objective 1

Strategy 3: Improve data presentation effectiveness.

Tactics

1. Implement data analysis procedures utilizing liking and strength plot with control regions.

Coordinator:	Matthews	
Resources:	CAD	
Completion Date:	Japan	Complete
	Korea	Complete
	Hong Kong	March 1992

2. For each smoker group, plot own brand elipse relative to major competitors and relative to its brand family extensions.

Coordinator:	Matthews	
Resources:	Panel Operations Section	
Completion Date:	Japan	May 1992
	Korea	June 1992
	Hong Kong	July 1992

3. Plot elipses of control and experimental models by smoker group for 1992 development programs.

Coordinator:	Matthews
Resources:	Panel Operations Section
Completion Date:	December 1992

2023160715

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Objectives

Objective 2: Maintain external consumer panels to conduct sensory research.

Strategy

Assure PMKK, PM Asia, and the sensory research vendors understand R&D's expectations.

Tactics

1. Visit current contract research houses to review panel recruitment, maintenance, product testing protocol and data collection issues.

   Coordinator: J. Jones
   Resources: Matthews, PM Asia, Hankook, MDR, ASI
   Completion Date: December 1992

2. Evaluate issues involved in "pooling" Danchi panelists. Discuss ways to implement with PMKK and ASI.

   Coordinator: Matthews
   Resources: PMKK, ASI
   Completion Date: March 1992

3. Notify vendors of all shipments, scheduling issues, and modifications in testing methods.

   Coordinator: Matthews
   Resources: ASI, Hankook, MDR
   Completion Date: December 1992

4. Communicate the 1992 panel testing master schedule to PM Asia management.

   Coordinator: Matthews
   Resources: Export Product Development, PM Asia
   Completion Date: April 1992

5. Identify research programs which require supplementing our panel compositions, and communicate requests and timetables to PM Asia and vendors.

   Coordinator: Matthews
   Resources: ASI, Hankook, MDR, Export PD
   Completion Date: December 1992

2023160716

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

1992 OPERATIONAL PLAN

Applied Statistics

Objective

Provide consultation and assistance in the design, analysis, and interpretation of experiments and in the analysis and interpretation of data, when requested or when needs become apparent.

PRODUCT EVALUATION DIVISION

Marlboro Monadic Panel

Assist in the application of the χ^2 analyses of differences between cigarette types and in familiarization of Development and other personnel with interpretation of results.

Jeltema, Tindall; June

MC Panel

Analyze MC Panel longitudinally (covering approximately 320 tests) by panelist, to determine how useful data from the MC Panel are. Recommend the best form of analysis, if any.

Tindall, Scott; April

Monadic Panel Regression Analyses

Review regression analyses of monadic panel data, now that data bases are larger, to determine whether improvements can be made, to determine the extent to which strength ratings as a function of tar per puff depend on the brand group, and to apply the procedure to menthol panels, as an alternative to neural networks. ***Tindall, Quantitative Testing; May***

Quantitative Measures of Benefits

Assist in formulating an approach to obtaining more quantitative measures of cigarette concept benefits, including the effects of sensory acceptability, quality, brand, brand family, etc.

Tindall, PED; September

Smokestyles Study

Assistance in designing a questionnaire (April) and in analyzing results.

Gear, Callaham; November

2023160717

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

CIGARETTE TESTING

Control and Analysis Procedures: Work with CAD and CTSD toward better CTSD control procedures leading to unbiased smoking results, fewer rejected runs, and less Monitor smoking.
Tindall, R Jones, CTSD, CAD; June

General Assistance: Design and analyze Monitor calibrations, precision and accuracy studies of new and improved methods, and interlaboratory studies. Assist in the application of SPC procedures to routine analyses. ***R Jones, CAD; As Requested***

QUALITY ASSURANCE

TOS and Other Complaints

Analyze TOS complaint rates to determine the extent to which they are related to brand characteristics (delivery, menthol-nonmenthol, box-soft pack) and smoker group characteristics (gender, age, location). ***Gear, QA; March***

Measure of Relative Importance of Defects: Compare defect complaint rates with known frequencies of defects to obtain measures of the relative importance of various types of defects. ***Gear, QA; April***

Methoprene Control: Assist the Tobacco Quality Audit Facility in designing studies to monitor stemmery labs' measurement of methoprene. ***Gear, TQAF; May***

Solvents

Analyze data from vendor round-robin studies of residual solvents.
R Jones, Purchasing; June and December

NEW PRIMARY PROCESS

Unit Operations Optimization

Assist in designing studies and analyzing results to characterize, and then optimize, single-component processes. ***Gear, NPP; Through September***

Blending Studies: Assist in designing studies and analyzing results to compare blending of individual components after individual processing with the usual blending during processing.
Gear, NPP; May

SMOKING AND HEALTH STUDIES

MCV Twin Study

Preliminary information about a prospective twin study has been reviewed with MCV personnel. When a final proposal is submitted, advise on the advisability of Philip Morris supporting the study. ***Tindall, Johnston; April***

2023160718

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

ANALYTICAL RESEARCH

General Assistance

Design and analyze Monitor calibrations, precision and accuracy studies for new and improved methods, and interlaboratory studies. Assist in the application of SPC procedures to routine analyses. ***R Jones, ARD; As Requested***

Paper Studies

Analyze variation in chalk in papers from suppliers to help determine supplier capabilities and appropriate specifications. ***R Jones, Paper Project; June***

RL and RCB Certification

Informal recommendations have been made on sample sizes and procedures in sampling RL and RCB for certification in Germany, both before and after shipping, to insure that shipments pass inspection. Make final recommendations. ***Tindall, ARD; April***

MISCELLANEOUS

Experimental Design Course

Give an internal course on experimental design for Paper Technology and other interested R&D personnel. ***Tindall; April***

Storage Studies

Recommendations have been given for one warehouse storage study to compare packaging materials, considering location and stacking position. Analyze data as they become available. ***Gear; Through December***

Biochemical Research

Experiments on pest control and general research will be designed and analyzed. ***R Jones, BCR; As Requested***

R&D Engineering

Screening and response-surface experiments for process improvement and optimization for new and existing processes will be designed and analyzed. ***R Jones, R&D Engineering; As Requested***

2023160719

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

1992 OPERATIONAL PLAN

R&D PROGRAM SUPPORT
New Primary Process

Objective

To establish the sensory basis for qualifying the NPP as a viable alternative to the current primary process and to develop an understanding of the effect of unit operation variables on cigarette sensory, physical and chemical parameters.

Explanatory Introduction

The NPP is a new single component-based primary process. Two questions are being asked: a) What are the specifications for a particular product using the NPP that result in product equivalent to current production? b) What are the effects of unit operation variables on product performance (sensory, physical, chemical). The NPP *will* lead to products that are different from current production since cigarettes from two processes will never be absolutely identical. Cigarettes made by the current process in different factories will be different also. Given that the NPP will be different from current production, an important question is whether the difference from current production is large enough to be of concern. Methods currently used internally to study the sensory properties of cigarettes have very low power (i.e. capability to detect real differences). Alternative ways of modeling monadic ratings data that explain much more of the variation observed in consumer responding need to be developed and implemented so that important differences between the NPP and current production are not overlooked.

Strategies

1. Develop new internal expert testing methods and corresponding models for data analysis that are capable of detecting and tracking small sensory effects.

2. Conduct periodic benchmark consumer tests at various stages in the development of the NPP. Develop new models for the analysis of consumer data that explain significantly more of the variation evident in monadic consumer data than current models, and apply them to the analysis of NPP consumer testing.

2023160720

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

New Primary Process

Strategies

Strategy 1: Develop new internal expert testing methods and corresponding models for data analysis that are capable of detecting and tracking small sensory effects.

Tactics

1. Establish a procedure for the sensory testing of cigarettes that provides significantly more power than current procedures involving rating of whole cigarettes on sensory attributes. Experiment with single puff analyses, determine optimum interpuff intervals, optimum smoking procedures (eg. puff duration, puff size, depth of inhalation), and other experimental variables. ***Ennis; August 1992***

2. Using identification methodology with feedback, train smokers to identify key cigarette models which characterize different aspects of the NPP and other standard cigarette models. ***Ennis, Joyner; August 1992***

3. Use the new methods and new expert panel to collect data on the effect of unit operation variables in the NPP on the sensory properties of cigarettes. Fit the data to new and existing models and report the results to the NPP team. ***Ennis; December 1992***

Strategy 2: Conduct periodic benchmark consumer tests at various stages in the development of the NPP. Develop new models for the analysis of consumer data that explain significantly more of the variation evident in monadic consumer data than current models, and apply them to the analysis of NPP consumer testing.

Tactics

1. Test a simulation of the NPP on the Marlboro Monadic panel. ***Ennis; May 1992***

2. Apply the new monadic analysis model involving decision boundaries and ideal points to any POL data generated for the NPP. ***Ennis; June 1992***

3. In collaboration with Dr. Greg Ashby, extend this model to more than one hedonic (liking) and one sensory (strength) attribute. ***Ennis; December 1992***

2023160721

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Paper Technology Program

Objective

Define relative product benefits that can be derived from reducing irritation during smoking to the smoker versus reducing irritation in the room to the smoker/nonsmoker.

Strategy

Define relative product benefits that can be derived from reducing irritation during smoking to the smoker versus reducing irritation in the room to the smoker/nonsmoker.

Tactics

1. Review literature, PED and Marketing Research studies.

   Jeltema, J Jones, Callaham; April 1992

2. Design and carry out studies to investigate the relative product benefits and estimate the degree of change necessary to provide a significant benefit.

   Jeltema, J Jones, Callaham; September 1992

2023160722

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Consumer Perception of Quality

Objective

To define and measure the determinants of the consumer's perception of quality.

Explanatory Introduction

Audit standards for critical defects on cigarettes and packs were not based on the consumer's perception of quality. In addition, quality audits do not monitor a major quality problem from consumer complaints, the "taste, odor, stale" category. The project's goals are a) to determine which current defects are detectable to consumers and at what levels, b) to determine the relative importance of detectable defects to consumer acceptability, c) to measure the sensory dimensions of the "taste, odor, stale" category of defects, and d) to develop a broad characterization of the consumer's perception of "quality". This project contributes to Strategic Goal #1.

Strategies

1. Determine levels of quantifiable quality defects in cigarettes and packs that can be detected by consumers under specified inspection conditions.

2. Evaluate the importance of single defects and combinations to consumer acceptability.

3. Conduct diagnostic tests on sensory attributes reported by consumers who complain about taste, odor or stale problems in cigarettes.

4. Conduct qualitative and quantitative research on the perception of quality among smokers of different brands.

2023160723

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Consumer Perception of Quality

Strategies

Strategy 1: Determine levels of quantifiable quality defects in cigarettes and packs that can be detected by consumers under specified inspection conditions.

Tactics

1. Conduct internal signal detection experiments to determine the perceptual difference (just noticeable difference, JND) for four cigarette and pack defects.
   Ennis, Gear, QA; March 1992

2. Evaluate the need for a large scale external detection study.
   Ennis, Gear, QA; September 1992

Strategy 2: Evaluate the importance of single defects and combinations to consumer acceptability.

Tactics

1. Plan an experiment to evaluate multiple defects and defect levels on cigarette and pack acceptability. ***Ennis, Gear, J Jones, Callaham, QA; March 1992***

2. Conduct pilot work. ***Ennis, Gear, J Jones, Callaham, QA; June 1992***

3. Complete a large scale external study.
   Ennis, Gear, J Jones, Callaham, QA; September 1992

Strategy 3: Conduct diagnostic tests on sensory attributes reported by consumers who complain about taste, odor or stale problems in cigarettes.

Tactics

1. Develop a method for collecting and analyzing comparative data on reported stale cigarettes and usual brand experience by the end of December, 1991. ***Completed***

2. Collect data on stale complaints during 1992 and provide continuous guidance on its interpretation. ***Ennis, QA; December 1992***

3. Participate on a cross-departmental task-force to develop methods to study product defects, including taste-odor-stale complaints. ***Ennis, QA; December 1992***

2023160724

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Consumer Perception of Quality

Strategies

Strategy 4: Conduct qualitative and quantitative research on the perception of quality among smokers of different brands.

Tactics

1. Conduct qualitative research on quality to gain a more definitive understanding of product quality issues which affect consumer attitudes or behavior. ***Callaham, QA; June 1992***

2. Conduct a survey of POL or Tracking Data Base smokers on quality issues and complaint handling. ***Callaham, QA; September 1992***

2023160725

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

INTERNATIONAL PRO-
DUCT DEV. & SUPPORT

2023160726

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

2023160727

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

PHILIP MORRIS PRODUCTS INC

INTER-OFFICE CORRESPONDENCE

Richmond, Virginia

RECEIVED
FEB 17 1992
MYRACLE

To: Don Leyden **Date:** February 11, 1992

From: Alan Confer

Subject: 1992 OPERATIONAL PLANS

Attached are our 1992 Operational Plans for International Product Support and Development (Affiliates and Licensees).

Alan H. Confer

AHC:da

Attachment

2023160728

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Strategic Goal 1 - Existing Product Support

2023160729

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Costa Rica
Project Name : Marlboro Improvement
Project Code : 91-007-CRI

A. OBJECTIVE:

Improve the Costa Rican Marlboro by incorporating the USA casing/flavor system into the product.

Responsibility for Leadership: George Haskins

B. EXPLANATORY INTRODUCTION

The application of the USA casing/flavor system will bring the Costa Rican Marlboro subjectively closer to that of the USA Marlboro.

C. RESOURCE ALLOCATIONS

George Haskins
TTG, Mfg. Services, Tabaco C.R.
CTSD
Richmond Panel

2023160730

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Costa Rica
Project Name: Marlboro Improvement
Project Code : 91-007-CRI

D. STRATEGIES

Apply USA casing/flavor system to current Costa Rican blend.

E. TACTICS AND TIMETABLES

- Current control and test prototypes produced according to formula abstracts from Manufacturing Services by Product Development team on-site - 4th Qtr., 1991
- Analytical evaluation - 4th Qtr., 1991
- Subjective evaluation - 1st Qtr., 1992
- Verify flavor inventories - Manufacturing Services, local management - 1st Qtr., 1992
- Implement change - 2nd Qtr., 1992

REMARKS:
Richmond Panel evaluation indicates the USA casing/flavor system is an improvement to the current Costa Rican Marlboro.
Manufacturing Services and Costa Rican management are currently evaluating flavor inventories and usage prior to implementing change.

2023160731

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Panama
Project Name: Food/Tobacco Distribution Study
Project Code : 91-007-PAN

A. OBJECTIVE:

Determine the risk level of product cross contamination in the proposed common Food/Tobacco distribution system in Panama.

Responsibility for Leadership: George Haskins

B. EXPLANATORY INTRODUCTION

The new facilities plan in Panama presents an opportunity for additional synergies if the Tobacco and KGF Food distribution systems could be combined. However, these benefits must be weighed against possible risks of flavor and/or odor contamination of tobacco products and vice versa.

C. RESOURCE ALLOCATIONS

George Haskins
B. A. Cole
Philip Morris USA - Quality Engineering, Product Audit
CTSD, Flavor Technology Group

2023160732

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Panama
Project Name: Food/Tobacco Distribution System
Project Code : 91-007-PAN

D. STRATEGIES

1. Storage and Evaluation of Marlboro Red and Marlboro Lights cigarettes stored "Isolated" and "Co-mingled" with KGF refrigerated products for 8 hours and 24 hours at 70°F/50% RH, 90°F/85% RH and 110°F/70% RH.

2. Storage and evaluation of Marlboro Red, Marlboro Lights and B&H 100's Menthol stored "Isolated" and "Co-mingled" with KGF shelf stable food products for 1, 2 & 3 months @ 70°F/50% RH, 90°F/85% RH, 110°F/70% RH.

E. TACTICS AND TIMETABLES

1. Subjective evaluation of cigarettes stored with refrigerated products - completed 4th Qtr., 1991.

2. Quality audit inspection and subjective evaluation complete - 1st Qtr., 1992

Report findings to PMI - 1st Qtr., 1992

REMARKS:

1. "Co-mingling" of cigarettes and refrigerated products is undesirable under all conditions.
2. Only cigarettes stored for 1 month at 70°F/50% RH with shelf stable foods had no significant subjective differences. All other conditions were subjectively and/or physically unacceptable, with the severity of spotting increasing as storage time and condition increased.
3. B. A. Cole has conducted an additional storage study of Marlboro Red, Marlboro Lights and B&H 100's Lights Menthol cigarettes stored "isolated" and "combined" with processed meats and cheese/oleo products @ 35°F for 8 and 24 hours. GC profiles and subjective evaluation are in progress.

2023160733

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Panama
Project Name: L&M
Project Code : 92-002-PAN

A. OBJECTIVE:

Modify current L&M LS product for export to Puerto Rico.

Responsibility for Leadership: George Haskins

B. EXPLANATORY INTRODUCTION

US exports aren't price competitive in Puerto Rico. Winston, which has 60% of the market is a cut rag operation and is in the price value category. To gain market share and be priced competitively, exporting L&M from Panama would be advantageous.

A downside, of course, would be loss of export shipments from the US.

C. RESOURCE ALLOCATIONS

George Haskins
CTSD

2023160734

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Panama
Project Name: L&M
Project Code : 92-002-PAN

D. STRATEGIES

Increase circumference of current Panama L&M from 24.5mm to 24.8mm for export.

E. TACTICS AND TIMETABLES

Prototype produced locally - 1st Qtr., 1992
Analytical evaluation - Richmond - 1st Qtr., 1992
Subjective evaluation - local - 1st Qtr., 1992
Consumer test - local - 2nd Qtr., 1992

REMARKS:
Prototype at 24.8mm circumference produced and submitted for analyticals.

2023160735

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Philippines
Project Name: Omega
Project Code : 86-201-PHL

A. OBJECTIVE:

Move the Philippine Marlboro closer to the USA product.

Responsibility for Leadership: Mike Horne

B. EXPLANATORY INTRODUCTION

USA management wanted to improve the Philippine Marlboro and bring it closer to the USA product by blend adjustments, cigarette construction, and casings/flavors modification.

C. RESOURCE ALLOCATIONS

Mike Horne
Leaf Dept.
Flavor Technology
CTSD

2023160736

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Philippines
Project Name: Omega
Project Code : 86-201-PHL

D. STRATEGIES

Utilizing recommended Leaf Dept. blends with varying A/C's. Produce Semiworks prototypes for analysis.

Screening prototypes to yield a preferred blend and A/C application.

Produce best prototype on-site for consumer testing.

E. TACTICS AND TIMETABLES

- Semiworks prototypes	- 4th Qtr., '91
- CI analysis	- 4th Qtr., '91
- screen prototypes (Leaf Dept.)	- 4th Qtr., '91
- Richmond Panel approval	- 4th Qtr., '91
- prototype production on-site	- 1st Qtr., '92
- consumer test	- 2nd Qtr., '92

REMARKS:
Prototype X6D1DWU (M91-06 blend, modified A/C flavor system, no menthol) was subjectively preferred by the Richmond Panel. Consumer test to follow and if favorable will be implemented August 1, 1992.

2023160737

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Mexico
Project Name: Marlboro Flavor Sourcing
Project Code : 91-201-MEX

A. OBJECTIVE:

To replace the Mexican sourced flavors for Marlboro with USA sourced flavors.

Responsibility for Leadership: Mike Horne

B. EXPLANATORY INTRODUCTION

To have more control of the ingredients used in the Mexican Marlboro. USA management has made the decision to source the flavors from the USA.

C. RESOURCE ALLOCATIONS

Mike Horne
Flavor Technology
CTSD

2023160738

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Mexico
Project Name: Marlboro Flavor Sourcing
Project Code : 91-201-MEX

D. STRATEGIES

Duplicate current Mexican sourced Marlboro flavors and have them sourced from the USA. Produce factory trials and evaluate. Produce finalized prototype for consumer test.

E. TACTICS AND TIMETABLES

- source Mexican flavors from USA	- 1st Qtr., '92
- produce prototypes on-site	- 2nd Qtr., '92
- CI analysis	- 2nd Qtr., '92
- subjective analysis	- 2nd Qtr., '92
- finalize prototypes	- 2nd Qtr., '92
- produce consumer test	

REMARKS:
Project on hold until the completion of projects "Usher" and "Antares".

2023160739

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Aruba
Project Name: MFLS - Aruba Tar Reduction
Project Code : 90-001-ARU

A. OBJECTIVE:

To reduce the tar delivery of the MFLS-Aruba and bring it closer to the USA Marlboro.

Responsibility for Leadership: Mike Horne

B. EXPLANATORY INTRODUCTION

To reduce the tar delivery of the MFLS-Aruba and make it a standard USA-MFLS.

C. RESOURCE ALLOCATIONS

Mike Horne
CTSD

2023160740

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Aruba
Project Name: MFLS-Aruba Tar Reduction
Project Code : 90-001-ARU

D. STRATEGIES

Make cigarette construction changes and incorporate porous plug wrap and ventilation to reduce tar deliveries.

E. TACTICS AND TIMETABLES

- develop a cigarette specification	- 4th Qtr., '90
- produce on-site prototype	- 4th Qtr., '90
- analytically evaluate	- 4th Qtr., '90
- subjectively evaluate	- 4th Qtr., '90
- convert to new model	- '92

REMARKS:
Production of Marlboro LS in Aruba is under consideration of suspension due to a change in the import laws which would make the importation of finished product from the USA advantageous. We are currently awaiting a decision by Superior Tobacco Company N.V.

2023160741

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Brazil
Project Name: L&M Improvement
Project Code : 92-301-BRA

A. OBJECTIVE:

To subjectively improve the L&M family.

Responsibility for Leadership: Mike Horne

B. EXPLANATORY INTRODUCTION

A blind consumer test against Free pointed out some undesirable smoke attributes like harshness, spiciness and bitterness associated with L&M.

C. RESOURCE ALLOCATIONS

Mike Horne
Leaf Department
Richmond Panel
CTSD

2023160742

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Brazil
Project Name: L&M Improvement
Project Code : 92-301-BRA

D. STRATEGIES

Incorporate better quality flue cured and burley tobaccos in the blend to reduce some undesirable smoke attributes in the L&M Full Flavor.

Use higher RTD filter in L&M Lights version to achieve delivery targets.

E. TACTICS AND TIMETABLES

- develop a new blend (LM4) 4th Qtr., '91
- produce prototype 4th Qtr., '91
- CI analysis 1st Qtr., '92
- subjective evaluation 1st Qtr., '92
- consumer test 1st Qtr., '92
  LM4 Lights vs. Free
  LM4 FF vs. Hollywood
- relaunch LM4 Lights 3/92

REMARKS:

2023160743

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Argentina
Project Name: L&M Improvement
Project Code : 91-201-ARG

A. OBJECTIVE:

Improvement L&M through casing and blend changes and improve the overall acceptability of L&M on the Argentine market.

Responsibility for Leadership: Bob Tinker

B. EXPLANATORY INTRODUCTION

Change the current Argentine L&M to a Philip Morris system and thus increase the acceptability on the Argentine market.

C. RESOURCE ALLOCATIONS

Bob Tinker
CTSD
Richmond Panel

2023160744

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Argentina
Project Name: L&M Improvement
Project Code : 91-201-ARG

D. STRATEGIES

Following the regional guidelines for L&M, eliminate the total blend casing system, modify the tobacco blend, but keep the current L&M Argentine AC flavor.

E. TACTICS AND TIMETABLES

Produce prototypes (4th Qtr., 1991)
Test Chesterfield blend and PM casing system (4th Qtr., 1991)
Conduct consumer test (4th Qtr., 1991)
Subjective approval, Richmond Panel (1st Qtr., 1992)
CPC approval (1st Qtr., 1992)
Implement changes (2nd Qtr., 1992)

REMARKS:
Local consumer test of L&M control vs. test (LM048) indicate consumer prefers the L&M prototype over control.
Argentina is in the process of submitting new product to CPC for approvals.

2023160745

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Argentina
Project Name: Parliament
Project Code : 91-202-ARG

A. OBJECTIVE:

Reduce harshness and strength by incorporating Oriental tobacco in the Parliament blend.

Responsibility for Leadership: Bob Tinker

B. EXPLANATORY INTRODUCTION

Project is designed to reduce harshness in the Argentine Parliament and increase the brands acceptability in the Argentine market.

C. RESOURCE ALLOCATIONS

Bob Tinker
CTSD
Leaf Dept.
Richmond Panel

2023160746

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Argentina
Project Name: Parliament Improvement
Project Code : 91-202-ARG

D. STRATEGIES

Modify tobacco blend by introducing oriental tobacco but maintain the current casings/flavor system to reduce harshness.

E. TACTICS AND TIMETABLES

Develop blend (4th Qtr., 1991)
Produce prototypes with new blend (4th Qtr., 1991)
Perform consumer test in Argentina (4th Qtr., 1991)
Subjective approval, Richmond Panel (1st Qtr., 1992)
Implement change 2nd Qtr., 1992

REMARKS:
Cigarettes with 8.5% Oriental tobacco have been subjectively approved in Richmond (1/13/92).
Consumer tests in Argentina - Parliament control vs. test indicate consumer prefers test.

2023160747

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Argentina
Project Name : Marlboro Improvement
Project Code : 89-201-ARG

A. OBJECTIVE:

Change the Argentine Marlboro FF to move it closer to the US Marlboro.

Responsibility for Leadership: Bob Tinker

B. EXPLANATORY INTRODUCTION

Change Marlboro Full Flavor to the same system that is used in Marlboro Lights so that one blend and flavor system is used for both.

Potential downside risks are: the current Marlboro FF is selling well and the Argentina smoker seems to like the product. By changing to include 8.5% Oriental tobacco and US sourced flavors/casings, Marlboro's acceptability by the Argentine consumer could suffer.

C. RESOURCE ALLOCATIONS

Bob Tinker
CTSD

2023160748

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Argentina
Project Name: Marlboro Improvement
Project Code : 89-201-ARG

D. STRATEGIES

Eliminate locally sourced casing/flavor system and modify tobacco blend.

E. TACTICS AND TIMETABLES

Produce prototypes using US sourced flavors/casings and incorporating Oriental tobacco at 8.5% (complete).
Evaluate prototypes vs. US Marlboro subjectively (complete).
Conduct CIs on modified Marlboro (complete). Marlboro Lights has been changed to include the US casings/flavors and 8.5% Oriental tobacco (complete). Marlboro FF has not been changed but is scheduled for implementation by 4th Qtr., 1992.

REMARKS:
Marlboro FF remains in production with current blend and locally sourced flavors even though the Richmond Panel has approved the changes.

2023160749

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Venezuela
Project Name: Marlboro Improvement
Project Code : 91-303-VEN

A. OBJECTIVE:

Develop a Marlboro for Venezuela that is more similar to a U.S. Marlboro in smoke characteristics.

Responsibility for Leadership: Bob Tinker

B. EXPLANATORY INTRODUCTION

Project is designed to increase the acceptability of Marlboro on the Venezuelan market by designing it to be different from the mainstream Venezuelan cigarette.

C. RESOURCE ALLOCATIONS

Bob Tinker
CTSD
Richmond Panel

2023160750

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Venezuela
Project Name: Marlboro Improvement
Project Code : 91-303 VEN

D. STRATEGIES

Evaluate blend modifications, flavor additives, charcoal loading and dilution at various levels and combinations.

E. TACTICS AND TIMETABLES

Prototypes with the current blend and charcoal loading from 20mg - 45mg/cigt., with/without dilution have been prepared and subjectively screened (1/6/92).

Prototypes with 8% Oriental tobacco and charcoal loading from 20mg - 45mg/cigt. have been produced and subjectively screened (1/6/92).

C.I.'s have been completed on four prototypes selected by an I.P.D. Panel. Dilution targets were not met, therefore, all four prototypes are being remade for additional C.I.'s and subjective evaluations.

REMARKS:

Subjective screening in Richmond indicate that prototype (No. 3951) using 8% Oriental tobacco, 20mg charcoal/cigt. and 10% dilution is the best prototype of the group. Prototypes were checked for B-methylualeric acid to confirm the presence of oriental tobacco.

2023160751

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Germany, Holland, Switzerland
Project Name: Project Amethist
Project Code :

A. OBJECTIVE:

The objective is to standardize the casing/flavor system of the European Marlboro so that it is identical to the USA system.

Responsibility for Leadership - A. Confer/E. Cook

B. EXPLANATORY INTRODUCTION

The main difference between the systems is the use of substitute licorice in the USA system.

C. RESOURCE ALLOCATIONS

TBD

2023160752

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Germany, Holland, Switzerland
Project Name: Project Amethist
Project Code :

D. STRATEGIES

Produce prototypes in Germany, Holland, and Switzerland. Consumer test these prototypes after internal analytical/subjective approval.

E. TACTICS AND TIMETABLES

Consumer testing has been completed, and a report issued 1/9/92. In Germany and France the prototypes performed acceptably. However, in Switzerland the prototype was not well received by current Marlboro smokers.

CPC approval for implementation in German Marlboro Red 4/92

REMARKS:

Repeat Switzerland test

Test Marlboro Lts. and Chesterfield in Franch (ex PMH)

Test Marlboro Lts. in Switzerland and Marlboro in Sweden (ex FTR)

2023160753

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Strategic Goal 2 - Product Development

2023160754

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Guatemala
Project Name: Project Brother
Project Code : 92-001-GUA

A. OBJECTIVE:

Line extend the Marlboro family with Marlboro KS Lights and Marlboro KS Lights Menthol.

Responsibility for Leadership: George Haskins

B. EXPLANATORY INTRODUCTION

The Marlboro Lights family is currently available in a long size configuration. The king size products will fill the void that current KS consumers have.

C. RESOURCE ALLOCATIONS

George Haskins
CTSD
Richmond Panel

2023160755

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Guatemala
Project Name: Project Brother
Project Code : 92-001-GUA

D. STRATEGIES

Use existing blend, casing/flavor system and basic cigarette construction on KS prototypes as currently being utilized on Marlboro Lights Long Size product family.

E. TACTICS AND TIMETABLES

Prototype Production - 4th Qtr., 1991
Analytical Evaluation - 1st Qtr., 1992
Subjective Evaluation - 2nd Qtr., 1992
Projected Launch Date - 2nd Qtr., 1992

REMARKS:
Marlboro KS Lights and Marlboro KS Lights Menthol received and submitted for C.I.'s on 1/24/92. Subjective screening and recommendation will follow.

2023160756

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Brazil
Project Name: Project Chevy
Project Code : 91-008-BRA

A. OBJECTIVE:

Line extend Parliament family with a lights version by end of 2nd Qtr., 1992.

Responsibility for Leadership: George Haskins

B. EXPLANATORY INTRODUCTION

Product is planned to be a competitor for Carlton KS FTB. Local subjective evaluation by Panel "A" found the Parliament Lights prototype acceptable and Carlton to be more responsive.

C. RESOURCE ALLOCATIONS

George Haskins
CTSD
Richmond Panel

2023160757

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Brazil
Project Name: Project Chevy
Project Code : 91-008-BRA

D. STRATEGIES

Modify existing Parliament LS by introducing 20% ventilation by means of Hauni pins on a Molins MK8/Hauni Max III.

E. TACTICS AND TIMETABLES

Prototype Production	- 4th Qtr., 1991
Analytical Evaluation	- 4th Qtr., 1991
Subjective Evaluation	- 1st Qtr., 1992
Consumer Test	- 2nd Qtr., 1992

REMARKS:

Subjective evaluation by the Richmond Panel indicates a preference for the Parliament Full Flavor over the "Lights" prototype. The "Lights" prototype delivers 12.9/1.20mg tar/nic at 15% vent. vs. 14.0/1.23mg for the full flavor. Carlton delivers 13.6/1.21mg tar/nic.

The final decision to launch the product will be based on the consumer test results and local management's objectives for the project.

2023160758

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Mexico
Project Name: Usher
Project Code : 91-102-MEX

A. OBJECTIVE:

To develop a Marlboro Lights L.S. Menthol

Responsibility for Leadership: Mike Horne

B. EXPLANATORY INTRODUCTION

Introduce a Marlboro Lights L.S. Menthol to counteract the fast growth of Salem from La Moderna (BAT) and at the same time to have a new brand internationally recognized to reinforce the mentholated market segment.

C. RESOURCE ALLOCATIONS

Mike Horne
Flavor Technology
Leaf Department
Richmond Panel

2023160759

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Mexico
Project Name: Usher
Project Code : 91-102-MEX

D. STRATEGIES

Using current Marlboro tobacco blend, incorporate US casing/flavor system and establish menthol AC application rates.

E. TACTICS AND TIMETABLES

- develop a blend 3rd Qtr., '91
- decide on current menthol A/C application rate 1st Qtr., '92
- develop a cigarette specification 3rd Qtr., '91
- produce prototypes on-site 1st Qtr., '92
- CI analysis 1st Qtr., '92
- subjective evaluation 1st Qtr., '92
- launch

REMARKS:

2023160760

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Mexico
Project Name: Antares
Project Code : 91-101-MEX

A. OBJECTIVE:

To develop an L&M LS FTB for the Mexican market, to be launched 2nd Qtr., 1992.

Responsibility for Leadership: Mike Horne

B. EXPLANATORY INTRODUCTION

The overall project is designed to launch L&M LS to strengthen and improve the medium price segment and to compete with Montana from BAT.

C. RESOURCE ALLOCATIONS

Mike Horne
Flavor Technology
Leaf Department
Richmond Panel

2023160761

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Mexico
Project Name: Antares
Project Code : 91-101-MEX

D. STRATEGIES

Using a tobacco blend recommended by Richmond Leaf, incorporate USA sourced casings/flavors and establish cigarette design parameters.

E. TACTICS AND TIMETABLES

- develop a blend (Leaf Dept.) 3rd Qtr., '91
- develop a complete cigarette specification 4th Qtr., '91
- develop a formula abstract 3rd Qtr., '91
- produce prototype on-site 1st Qtr., '92
- subjectively and analytically evaluate prototype 2nd Qtr., '92
- launch 2nd Qtr., '92

REMARKS:

2023160782

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Indonesia
Project Name: Tang
Project Code : 91-002-IND

A. OBJECTIVE:

To develop an L&M LS for Indonesia.

Responsibility for Leadership: Mike Horne

B. EXPLANATORY INTRODUCTION

Marketing wants to develop a white cigarette for the growing market in the medium price segment to compete with Camel Lights.

C. RESOURCE ALLOCATIONS

Mike Horne
Leaf Dept.
CTSD

2023160763

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Indonesia
Project Name: Tang
Project Code : 91-002-IND

D. STRATEGIES

Utilizing 40% exported BBS and 60% local inclusion, to process a blend at P. T. Tresno. Until now all manufacture of MFLS is from imported cut/rag.

Develop a primary processing profile, and establish processing parameters. Focus on eliminating any contamination due to presence of clove, or flavoring used in Kretek.

E. TACTICS AND TIMETABLES

- develop a cigarette specification	- 4th Qtr., '91
- product prototype on-site	- 4th Qtr., '91
- analytically evaluate	- 4th Qtr., '91
- subjectively evaluate	- 4th Qtr., '91
- launch	- 4th Qtr., '91

REMARKS:
Samples for every production run are sent to Richmond for GC headspace analysis, with emphasis on the detection of all eugenols and iso eugenols.

2023160764

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Dominican Republic
Project Name: Marlboro Lights Menthol LS
Project Code : 92-101-DR

A. OBJECTIVE:

To develop a Marlboro Lights LS Menthol for the menthol segment in the high price category.

Responsibility for Leadership: Mike Horne

B. EXPLANATORY INTRODUCTION

Marketing wants a product (high price category), for the menthol segment.

C. RESOURCE ALLOCATIONS

Mike Horne
Richmond Panel
CTSD
Flavor Technology

2023160765

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Dominican Republic
Project Name: Marlboro Lights Menthol LS
Project Code : 92-101-DR

D. STRATEGIES

Using Marlboro current tobacco blend and casings, modify AC flavor to include menthol that will deliver specified menthol-in-smoke targets.

E. TACTICS AND TIMETABLES

- develop a cigarette specification 1st Qtr., '92
- develop a formula abstract 1st Qtr., '92
- ship menthol A/C 1st Qtr., '92
- produce prototype 1st Qtr., '92
- CI analysis 1st Qtr., '92
- subjective evaluation 1st Qtr., '92
- launch 2nd Qtr., '92

REMARKS:

2023160766

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Costa Rica
Project Name: Derby Ultra Suaves
Project Code : 90-102-CRI

A. OBJECTIVE:

To develop a Derby LS cigarette in the 8-9mg FTC tar range.

Responsibility for Leadership: Mike Horne

B. EXPLANATORY INTRODUCTION

Marketing wants to create a new segment in the local market with a lights product in the 8-9mg FTC tar range.

C. RESOURCE ALLOCATIONS

Mike Horne
CTSD

2023160767

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country	:	Costa Rica
Project Name	:	Derby Ultra Suaves
Project Code	:	90-102-CRI

D. STRATEGIES

Utilizing the current Derby cut filler, establish dilution levels, RTD adjustments, paper changes and overall cigarette specifications for an 8-9mg product.

E. TACTICS AND TIMETABLES

- produce prototype on-site 1st Qtr., '92
- develop a cigarette specification 1st Qtr., '92
- analytically evaluate 1st Qtr., '92
- subjectively evaluate 1st Qtr., '92
- launch 3rd Qtr., '92

REMARKS:

2023160768

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Panama
Project Name: Project Samba
Project Code : 91-102-PAN

A. OBJECTIVE:

Develop an acceptable L&M Lights line extension to complete against BAT's Viceroy Lights.

Responsibility for Leadership: Bob Tinker

B. EXPLANATORY INTRODUCTION

BAT launched Viceroy Lights in Panama and the brand is growing. The L&M Lights product is designed to slow the Viceroy Lights growth.

C. RESOURCE ALLOCATIONS

Bob Tinker
CTSD

2023160769

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Panama
Project Name: Project Samba
Project Code : 91-102-PAN

D. STRATEGIES

Use the existing L&M cut filler and evaluate various cigarette parameters to obtain desired delivery.

E. TACTICS AND TIMETABLES

Evaluate dilution levels	4th Qtr., 1991
Establish RTD targets	4th Qtr., 1991
Produce prototypes	4th Qtr., 1991
C.I. analysis	4th Qtr., 1991
Finalize cigarette specifications	1st Qtr., 1992
Subjective approvals	1st Qtr., 1992
Launch product	2nd Qtr., 1992

REMARKS:

2023160770

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Panama
Project Name: Project Andes
Project Code : 91-101-PAN

A. OBJECTIVE:

Develop an acceptable L&M Menthol to compete with Kool in the 15mg-16mg/cigt. delivery range and a menthol-in-smoke target of .50 mg/cigt.

Responsibility for Leadership: Bob Tinker

B. EXPLANATORY INTRODUCTION

Develop a L&M Menthol product for Panama that gains parity with Kool on a blind consumer test.

C. RESOURCE ALLOCATIONS

Bob Tinker
CTSD
Subjective Panels
CPC approval

2023160771

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Panama
Project Name: Project Andes
Project Code : 91-101-PAN

D. STRATEGIES

Design a product considering cigarette construction, menthol-in-smoke, tar and nicotine and casing/flavor system to consumer test against Kool.

E. TACTICS AND TIMETABLES

Leaf blend - 4th Qtr., 1991
Cigarette specification - 4th Qtr., 1991
First generation prototype - rejected*
Produce second generation prototype, adjusting menthol and AC levels - 1st Qtr., 1992
Subjective and analytical testing - 1st Qtr., 1992
CPC approval - 2nd Qtr., 1992
Launch product - 3rd Qtr., 1992

REMARKS:
*First set of prototypes were rejected by CPC.

2023160772

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Venezuela
Project Name: Project Enano
Project Code : 91-107-VEN

A. OBJECTIVE:

Develop an acceptable local lights brand (10-12mg tar) that is subjectively better than Belmont Extra Suave.

Responsibility for Leadership: Bob Tinker

B. EXPLANATORY INTRODUCTION

A low delivery brand can strengthen Catana's position in the Venezuela market, particulary if the Venezuelan government forces companies to publish tar and nicotine numbers.

C. RESOURCE ALLOCATIONS

Bob Tinker
CTSD

2023160723

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country	:	Venezuela
Project Name	:	Project Enano
Project Code	:	91-107-VEN

D. STRATEGIES

Using an existing cut filler, evaluate various combinations such as dilution, cigarette paper, tow items and RTD to get a 10-12mg cigarette.

E. TACTICS AND TIMETABLES

Develop blend (Leaf Dept., Catana)(Complete)
Establish cigarette construction (dilution, filter length, tipping, etc.)
Produce prototypes (2nd Qtr., 1992)
Evaluate subjectively and analytically in Richmond and Venezuela (3rd Qtr., 1992)
Complete product by end of 3rd Qtr., 1992

REMARKS:
An established blend and flavor system will be used. Formulating cigarette construction such as dilution, tipping paper, filter and cigarette paper will require the most attention.

2023160774

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Venezuela
Project Name: Ultra Lights
Project Code : 90-101-VEN

A. OBJECTIVE:

Develop an aromatic ultra lights with a delivery less than BAT's Belmont Espesial.

Responsibility for Leadership: Bob Tinker

B. EXPLANATORY INTRODUCTION

Using an existing cut filler, design a product that will deliver less tar and nicotine than Belmont ESP. Establish a low delivery brand on the market in case the government forces companies to publish tar and nicotine numbers.

C. RESOURCE ALLOCATIONS

Bob Tinker
CTSD

2023160775

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Venezuela
Project Name : Ultra Lights
Project Code : 90-101-VEN

D. STRATEGIES

Using an existing cut filler, incorporate dilution with RTD adjustments and cigarette paper changes to develop an ultra low tar brand.

E. TACTICS AND TIMETABLES

Select a blend (complete)
Develop proper cigarette construction (1st Qtr., 1992)
Produce prototypes on-site (1st Qtr., 1992)
Evaluate subjectively and analytically vs. Belmont ESP (1st Qtr., 1992)
Complete project by end of 1st Qtr., 1992
Launch or shelve for future consideration

REMARKS:
This product could be launched immediately or held until local government decides on publishing cigarette deliveries in Venezuela.

2023160776

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : People's Republic of China
Project Name: Project 2000
Project Code :

A. OBJECTIVE:

The ultimate objective is to manufacture Marlboro in the PRC under a licensee arrangement with CNTC.

Responsibility for Leadership - A. Confer

B. EXPLANATORY INTRODUCTION

The project consists of three phases:

Phase 1 (1992) - contract manufacture of Monterey

Phase 2 (1993) - production of joint brand

Phase 3 (1995) - contract manufacture of Marlboro

C. RESOURCE ALLOCATIONS

TBD

2023160777

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : People's Republic of China
Project Name : Project 2000
Project Code :

D. STRATEGIES

Phase 1 Strategy - Phase 1 has been cancelled.

Phase 2 Strategy - will be developed upon signing of an agreement.

Phase 3 Strategy - Manufacture of Marlboro will begin in 1995 using 100% USA-sourced cut filler and NTM's. BBS will begin in 1996. By 2000, local inclusion will be 40% tobacco and 30% NTM's.

E. TACTICS AND TIMETABLES

TBD

REMARKS:

A letter was written to L. Cooper 12/19/91 requesting information on Project 2000. A partial reply was received 12/20/91.

2023160778

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Hungary, Poland, Yugoslavia
Project Name: EEMA BBS
Project Code :

A. OBJECTIVE:

The objective is to support EEMA as requested in establishing and monitoring the production of Marlboro and L&M in Hungary, Poland, and Yugoslavia.

Responsibility for Leadership - A. Confer/E. Cook

B. EXPLANATORY INTRODUCTION

Opportunities are being created by the changing political situation in Eastern Europe.

C. RESOURCE ALLOCATIONS

TBD

2023160779

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000

Country : Hungary, Poland, Yugoslavia
Project Name: EEMA BBS
Project Code :

D. STRATEGIES

1. Produce Marlboro with 45% BBS ex USA, 24% BBS ex Brazil, and 31% local additions.

2. Produce L&M with 55% BBS ex Brazil and 45% local additions.

E. TACTICS AND TIMETABLES

The Marlboro products were launched April - July, 1991. Negotiations are in progress for L&M.

REMARKS:

2023160780

Source: https://www.industrydocuments.ucsf.edu/docs/xtjl0000